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Volume 6, Number 2, January/February 1982 Published by Project SHARE

Seniors Find Learning Is Timeless

Older adults are often faced with more leisure time but fewer creative challenges; active minds but unappreciated talents; a need to become involved but little encouragement to do so. Some persons feel they are relegated to the ranks of the physically living, but mentally unneeded. Society has developed no new roles for the elderly and no model for constructive use of their leisure time. After retirement they are often left with no way to use the skills, expertise, and accumulated knowledge of a lifetime.

In 1975 the University of Wisconsin-Extension, Community Programs developed a summer school for seniors that eventually evolved into the Traveling Teachers program, a project that provides low-cost educational programs for the elderly by bringing school to them. *The following article outlines the Wisconsin project and offers guides on how such a program can be started in your community.*

The editor thanks **Shirley Wile,** *Associate Professor, Community Programs, for her assistance in the preparation of this article. Persons interested in obtaining more information about Traveling Teachers can contact Ms. Wile at the University of Wisconsin-Extension, Community Programs, Civic Center Campus, 929 N. Sixth Street, DS 147, Milwaukee, Wisc. 53203. Telephone: 414/224-1899.*

Statistics indicate that there are a disproportionate number of educational programs for the elderly. Traditional college-level educational programs draw few participants from the 55 and older age group, since the curriculums often do not address the interests of senior citizens.

Recognizing that the elderly *do* have special needs, group leaders from various senior centers approached the University of Wisconsin-Extension, Community Programs about developing classes specifically for the elderly. The university developed a senior summer school staffed by volunteer faculty members, many of whom were themselves senior citizens. There were no student fees, and the informal classes covered a wide range of topics. Response from the "new" students was immediate and favorable.

The University developed a senior summer school, staffed by volunteer faculty members who were themselves senior citizens.

News of the program spread. It soon became apparent that the elderly *wanted* to learn; moreover, they liked the loosely structured curriculum of the summer program. From churches, nursing homes, senior citizen centers, requests flowed in, "Could UW-Extension conduct similar programs in their institutions?" The logistics of such an endeavor seemed impossible. UW-Extension was being asked to provide low-cost educational programs for the elderly in a comfortable format and setting. The university also needed to develop a variety of educational techniques for instruction. But primarily, it needed to find a feasible way to bring the school to the elderly students.

The Traveling Teachers program resulted from these requests and the planning efforts of UW-Extension with funding from Title I of the Higher Education Act of 1965 and the Milwaukee County Commission on Aging.

Teacher Recruitment and Training

Teachers selected for the program come from a multitude of backgrounds. They enter the program through word-of-mouth, personal recruitment, and contacts with agencies that work with older people (such as LaFarge Lifelong Learning Institute,

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Seniors Find Learning Is Timeless

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Senior Action Coalition, Project Involve, FHA Projects for the Elderly, and others). They also come from contacts with community resources identified as possible teacher sources such as the Girl Scouts, retired university faculty members, and labor unions. Senior community leaders and seniors involved with preretirement planning provide other important recruitment sources.

The most important criterion in teacher selection is whether potential teachers have and are willing to share some kind of life experience with their peers. There is no limit to the ways in which areas of personal interest can be developed into a suitable course outline if given an attractive title and shared in an informal teaching environment.

Once accepted, teachers are asked to participate in training programs and to attend supplemental inservice programs at UW-Extension. Transportation costs and a modest stipend for this training period come from the program's funding grants. The inservice training workshops they are asked to participate in are of vital importance. Designed to be models of adult education planning, these sessions include techniques for material presentation, group participation, skill practice, and needs assessment training. During these workshops, teachers share experiences, methods, and techniques. Training programs were originally designed for the initial teacher groups. However, new teachers entering the program are given individual orientation, including observation with experienced teachers.

After the program began, it became apparent that classes given in accessi-

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Tips for Planning a Traveling Teachers Program in Your Area

1. Plan with, not for, older people, taking into consideration the maturity, perspective, and wisdom that comes with age.
2. Begin the program with a limited number of course offerings and a limited number of teachers to maintain quality control.
3. Make learning experiences relevant to older persons. Deal with physical, social, and psychological changes that have taken place in the person's life.
4. Plan programs diversified not only in kinds of activity but also in degree of proficiency needed for participation. Because people over 65 are individuals with different socioeconomic backgrounds, different interests, and different experiences, a wide variety of opportunities must be provided from academic subjects to cultural enrichment.
5. Avoid a hierarchy of values in programs. Learning to knit or crochet must be viewed as being as important as studying world religions.
6. Provide classes in which the older adults can use their knowledge and information. They learn best through techniques that make use of their experiences.
7. Obtain quality leadership. Teachers must have an understanding of the needs of the elderly as well as a knowledge of their subject matter.
8. Be aware of the wide range of sophistication and formal schooling of both teachers and students. A major challenge to the project assistant is the successful achievement of a harmonious match between teacher and student.
9. Use sites that are easily accessible and comfortable.
10. Have the setting appropriate for the activity (e.g., use a room separate from the dining area at a meal site; have proper lighting for viewing slides).
11. Maintain low fees, or offer free courses. Most retired persons operate on limited budgets.
12. Keep accurate records of class attendance. Have continuous evaluation by students and teachers to help ensure that the content is desired by the students. Suggestions solicited from the students for new courses or improvement of the present offerings keep the program current and relevant.

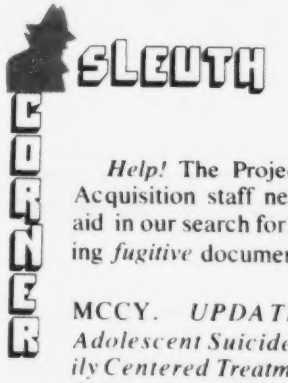
From the Editor...

We are all aware of the extreme and changing financial pressures on human services agencies today. Every agency has been affected to some degree, and many face the possibility of major cutbacks or total extinction. But what can human services agencies do in these uncertain times to prepare themselves for the future?

Suggestions abound, but solutions? No *one* seems to lend itself. Agencies will have to assess their particular situations individually and seek the answer right for them. The most anyone can hope for is guidance on what *might* work and what *won't* work.

"Managing Retrenchment in Human Services Agencies" in this issue marks the first in a series of articles Project SHARE intends to present over the next few months to lend guidance to human services managers' planning efforts. To accomplish this we will need your help. If you have ideas or experiences you'd like to share, please let us know. We're looking for articles on innovative techniques and programs that have applicability across the whole field of human services management.

Please submit articles to: *Sharing* Editor, Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5105. ■



Help! The Project SHARE Acquisition staff needs *you* to aid in our search for the following *fugitive* documents.

MCCY. *UPDATE-Adolescent Suicide and Family Centered Treatment Issues, Fall, 1980.* Boston, Mass.: MCCY, Boston, MA, 1980.

Author unknown. *Community Education and Services to the Elderly.* Washington, DC.: U.S. Conference of Mayors, 1979.

Send documents to Acquisitions, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

Project SHARE Lists Timely Topics

Information on two upcoming conferences, an innovative service program for leaders, and NARIC's informative newsletter, *The Pathfinder* are featured in this issue's Timely Topics.

To share information about your organization, upcoming conferences, or publications, contact **Deborah Ferrara,** Reference Supervisor, Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/ 251-5170.

NARIC Newsletter Promotes Rehab Sources

The effects of an ever-tightening economy have taken their toll, especially in the rehabilitation information field. Numerous free publications have been discontinued, leaving an information gap many professionals are groping to fill without straining their already tight budgets.

The National Rehabilitation Information Center (NARIC) is attempting to meet some of those needs. The Center's newsletter, *the Pathfinder*, is an easy-to-read, 8-page publication offering the latest information concerning all disciplines related to the rehabilitation of physically and mentally impaired individuals. Government, State, and local sources are regularly featured, making *the Pathfinder* a useful resource tool for those searching for dependable information sources.

For subscription information or single complimentary copies of *The Pathfinder* contact: Editor, *The Pathfinder*, 4407 Eighth Street N.E., Washington, DC 20017. Telephone: 202/635-5826.

National Council on the Aging Conference

The "American Dream"—Assessing the Status of Older Americans is the theme of the National Council on the Aging's (NCOA) 32d Annual Conference, Wednesday, March 31 through Saturday, April 3, 1982 in the Nation's Capital.

The theme is "appropriate at a time when fiscal resources for human services are increasing and life enrichment opportunities are diminishing," says NCOA Executive Director, Jack Ossofsky.

The conference, centering its attention on the impact of today's economy on older Americans, is expected to draw top Administration figures, corporate and union leaders, professionals and practitioners in the field of aging, and older people. It will concentrate on three major areas: (1) economic security (the possibility of achieving economic security with limited fiscal resources for human services); (2) quality of life (assurance of high quality of life for older persons in the emerging future); and (3) responsive services (new methods and techniques service delivery systems can incorporate, to ensure adequate, appropriate responses to older persons' needs).

The 1982 meeting will be held at the Sheraton Washington Hotel and is expected to draw 3,000 people. To obtain more information about the NCOA conference, contact: Patricia Warden, NCOA, 600 Maryland Avenue S.W., Washington, DC 20024. Telephone: 202/479-1200.

Health Trustees Leadership Program

The Health Trustees Leadership Program (HTLP) of The Pennsylvania State University recently developed a multimedia series that could help service the needs of health systems agencies, hospitals, primary care centers, mental health centers, and other health-related organizations. Cooperative Extension Service personnel and instructors of undergraduates in health curricula should also find the materials beneficial.

During the HTLP development process, written and audiovisual materials were field-tested and evaluated by several groups of potential users. In addition to positive subjective responses to the materials, a comparison of pretest and posttest scores demonstrated significant increases in knowledge on topics such as:

- identifying community health needs;
- evaluating health services;
- assessing and ensuring quality of care;
- designing health promotion programs;
- maximizing the effectiveness of board members;
- developing educational programs for health trustees;
- learning about multiinstitutional arrangements among hospitals; and
- understanding the economics of health services.

The series includes a concise, easy-to-read background paper written by a national authority for each topic covered, a 20- to 30-minute videotape, and a workbook. Workbooks contain a self-test, brief answers and discussion questions, and other exercises. The workbooks are designed to be used by either individuals or groups and can be easily disassembled and reproduced for use with large groups. The group exercises include instructions for a group leader.

For more information on HTLP, contact: Health Trustees Leadership Program, The Pennsylvania State University, Cooperative Extension Service, 106 Weaver Building, University Park, PA 16802. Telephone: 814/863-0339.

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Managing Retrenchment in Human Services Agencies

During the past year the Management and Behavioral Science Center of The Wharton School, University of Pennsylvania, has been involved in research with and lent technical assistance to agencies grappling with the realities of budgetary cutbacks. Several major issues and concerns emerged from this collaborative effort, the major thrusts of which are outlined in the following article by ***Burton Cohen****, Research Associate, Management and Behavioral Science Center, The University of Pennsylvania, Philadelphia.*

It's no secret that many human services agencies currently face the prospect of operating with fewer resources—or of not operating at all. In some cases expected cutbacks are significant (up to 50 percent in funding or services, or both), while in others they represent a cessation of growth. Overall, the difficulties of planning and coping in an environment of cutbacks and retrenchment pose major challenges for organizations long accustomed to steady growth and new program development.

Many human services agencies face the prospect of operating with fewer resources —or not operating at all.

Even when cutbacks are imminent, many agencies resist developing explicit retrenchment plans. They rarely explore alternative ways of defining the "core program" that will be left after the cutbacks take place. This results primarily from the fact that the context in which retrenchment planning takes place today is vastly different from the growth planning practices of the 1960's and 1970's. There is much uncertainty among program administrators as to the extent to which boards, staff, and other stakeholders should be involved in retrenchment planning, and the appropriate time to involve them.

Contextual Shifts

Many of the issues involved in the management of retrenchment do not involve the application of a *known* set of techniques to a *known* set of conditions. Some of the major environmental or contextual shifts taking place are shown in the accompanying chart.

FROM	TOWARD
A period of growth and expansion	Stability or decline
A *means* orientation (value directions have already been selected)	An ends orientation (what *should* be the role of Government, the private sector, and our agency?)
An internal focus on the single agency	External focus (multiple and often dissimilar agencies as the unit of analysis)
Low to moderate uncertainty about the future	High uncertainty about the future
Moderate to long planning horizon	Short planning horizon

Management techniques and planning systems used by many agencies today were developed and learned under the conditions in the "From" column and may no longer be appropriate. For example, master plans requiring long-term projections about the future are not feasible under today's conditions. Management By Objectives (MBO), which requires a relatively high degree of agency and environmental stability, will be extremely difficult to implement.

Planning techniques for an era of retrenchment are slow to develop. What is needed are more "mission oriented" practices that force agencies to ponder such questions as, "What business are we in?" and "What role can we best play in a still-emerging community of agencies and services?" Due to greater uncertainty about the future, it will be necessary to explore alternative scenarios and construct vastly different operational designs. This method goes beyond "contingency planning." The planner must determine what is *really* important and develop a synthesis that addresses the agency's core mission. Finally, planning must be characterized by more focused and intensive gatherings of persons who possess the sense that their futures are interdependent. They should not discuss plans that have been prepared by outside experts, but become a learning community that participates in the design of its own plans.

Defining the Core

There is a tendency to make r

trenchment planning "ever driven"—i.e., major decisions ar made as the result of significan events, such as a key person leavin the organization or a major unit sud denly losing its source of funds. Th mistake occurs either because sta members are reluctant to accept th reality of impending cuts, or becaus they feel they have no alternativ framework within which to make fun damental program decisions.

In retrenchment, the organization cut back to a core program. Fo simplicity the alternatives of the cor can be broken down into tw categories: (1) the core as representa tive of the entire organization, but on smaller scale; and (2) the core as thos elements that are most adaptable o innovative under conditions of uncer tainty. The former image evokes th program's commitment to historica continuity, to preserving ties wit clients and allies, and to maintaining as much as possible, both prior servic levels and geographical coverage. Th latter evokes the uncertain future o the program in its environment and th notion that adaptable components wi be able to respond to the challenge and unfolding opportunities presente by a changing environment.

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Managing Retrenchment in Human Services Agencies

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The two categories are not mutually exclusive. Together they can describe a core program in terms of different mixes. Organizations faced with cutbacks must consider the best mix for their program. It is of strategic importance for the leaders in the retrenchment process to decide early where to establish the core. Several questions should be considered when making this decision, including:

- What will be the economic impact on service delivery at reduced budgetary levels?
- How much visibility or support could be lost due to the politics of reduced levels of service?
- How will relationships fare between and among organizations? Will they cooperate in helping to develop a network of complementary services?
- What are the emerging high impact areas?
- What design will preserve the historic mission of the agency?

A clear conception of the desired core program is important. That will help focus attention on key processes and decisions and help leaders determine which issues are really worth fighting for and which can be bargained away or left to circumstances. It can also be crucial in making such decisions as which personnel should be retained, which offices or programs can be consolidated, and where any new efforts should be directed.

Involvement in the Retrenchment Planning Process

When an agency faces cutbacks, one of the most difficult questions the manager responsible for the retrenchment process confronts is when and how to inform the staff, and whether to involve them in the decisionmaking process. Too much disclosure or involvement might increase staff anxiety, foster ambiguity, and prevent the agency from continuing with its tasks. On the other hand, too little disclosure could increase the level of uncertainty and fear to the extent that staff start "abandoning the ship" before it is necessary.

Our experience indicates that retrenchment managers should pay attention to *collective planning* (in which the future of the whole organization is addressed), and *individual planning* (in which staff members are encouraged to think about their own futures and career needs). The best approach to combining these activities is early and full disclosure of the nature and size of the cutbacks. This allows the manager to gain control of the planning process and mobilize staff input, while still encouraging individuals to plan their own futures without feeling guilty. Even those who may be leaving can discover ways to link their own futures to those of the organization through various types of network arrangements.

Early and full disclosure of the nature of cutbacks lets the manager gain control of the planning process and mobilize staff input while still encouraging individuals to plan their own futures without feeling guilty.

A related issue is how early and to what extent other stakeholders, (e.g., the board of directors—if one exists —client groups, major referral sources, etc.) should be involved. These decisions will depend on the history of such relations, some prediction of how various groups would react to alternative proposals, and how crucial each group's acceptance is for the implementation of the retrenchment plan that will emerge. If, for example, board members have been relatively inactive and opinions typically developed from support staff, there may be little reason to involve them early. On the other hand, if they frequently alter staff recommendations and are crucial to implementation, they should be involved early.

Some agencies have committees or task forces to broaden the input and encourage the range of creative options to be considered. Although there seems to be no best way to organize these activities, managers should think through such issues as:

- the use of existing groups or the creation of new committees;
- whether to have single or multiple committees;
- how much authority to give the committees; and
- committee staffing and leadership.

Types of Assistance Provided

Managing retrenchment requires a combination of new theories and concepts with practical skills and hands-on applications. The research team at the Management and Behavioral Science Center tried to use both of these aspects so each could complement and contribute to the other. The team provides technical assistance to specific agencies engaged in retrenchment planning in such areas as:

- defining the core program;
- mobilizing the staff in a process of collective planning;
- the design of resource sharing networks; and
- the identification and use of slack resources.

Often, the team gives intensive 2- or 3-day planning and problem-solving sessions, bringing administrators and staff to the University to develop retrenchment plans or to design new models of service delivery. MBSC staff have also conducted workshops for larger audiences of administrators from a variety of agencies. In addition, a computer program has been developed that permits agency directors to examine the consequences of applying different layoff criteria. Managers can then see what the remaining organization would look like if alternative sets of guidelines were applied.

Based on their recent experiences, as well as prior work, the researchers produced a series of 10 issue papers examining various aspects of retrenchment planning. Others are currently being prepared.

Additional Information

Persons interested in obtaining more information about retrenchment planning titles from the issue papers series may contact Burton Cohen, Management and Behavioral Science Center, University of Pennsylvania, 3733 Spruce Street, Philadelphia, PA 19104. ■

Seniors Find Learning Is Timeless

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ble locations were more inviting to potential students. And since they served existing groups, there was no need for special promotion to draw students. The project was also more adaptable to different communities and could be replicated with or without sizable funds.

Most important, the human dimension was successfully addressed. Previously inactive persons found challenges in new roles as teachers and students. They discovered outlets for creative expression and intellectual stimulation that enabled them to remain mentally and physically vibrant. For those more mobile and educationally sophisticated, the program offered some on-campus courses to lend that special atmosphere difficult to duplicate in outreach areas.

Learning through exposure to new and stimulating information is obviously as welcome and exciting in the later years as it is at any other stage of life. Programs such as Traveling Teachers can enrich the information and understanding of others working with the aged and aid educators in the development of educational programs in their own settings. The methods used in the Wisconsin program are applicable to many different groups and settings. ■

Timely Topics

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109th Annual Conference of the NCSW

The National Conference on Social Welfare will hold its 109th Annual Forum April 25-28, 1982, at the Boston Sheraton Hotel. The theme of this year's conference is "Fiscal Cuts and Social Costs: Analysis and Action."

Over 100 general sessions, workshops, and authors' forums have been planned on topics such as: Reagan's Economic Policies and Their Impacts; Financing and Managing Human Services; Alternative Approaches to Meeting Human Needs; New Coalitions for Social Progress; Social Health Care; Social Welfare: Programs and Policies; Children, Youth, and Families; Refugee and Immigration Issues; International Social Welfare; and Social Welfare Policy and Social Work Practice.

Registrants can also attend special preforum and postforum sessions, exhibits, an employment exchange, and evening activities. Program details, registration forms, and hotel reservation information are included in a 12-page preliminary program available from: NCSW, 1730 M Street N.W., Suite 911, Washington, D.C. 20036. Telephone: 202/785-0817. ■

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Planning for Self-Sufficiency

One State's Answer to the Welfare Problem

Acting on the premise that most able-bodied recipients prefer self-sufficiency, Utah developed the "Jobs as an Alternative to Welfare Program," which in just 3 years of operation has saved taxpayers more than $3 million. The welfare expenditure reduction is a result of a careful system of coordinated employment services and increased job opportunities. ***Jerry Callister*** *helped prepare this article. Mr. Callister is Program Specialist, WIN Program, Department of Social Services, Division of Children, Youth, and Families.*

Jobs as an Alternative to Welfare Program (JAWP) was conceived in 1978 as a result of Governor Scott M. Matheson's "Conference on Alternatives to Welfare." The Conference convened key State welfare workers and concerned community representatives to examine the problems of inadequate job opportunities in local communities and the State's approach to employment services for welfare recipients. Conference participants proposed substantive modifications in the services-provision policies of the Department of Social Service, Job Service, and related agencies. The bottom line was that the State had to formulate a strategy to assist welfare recipients to move toward self-sufficiency. The final plan, implemented through new or existing programs, was built around six major objectives:

1. To divert job ready applicants from entering the system before the intake process.
2. To create client involvement and commitment at the outset, thereby aiding in the development of an individual self-sufficiency plan.
3. To reduce the length of time for the process leading to self-support for the welfare recipient.
4. To intensify job placement/training efforts in the public and private sectors.
5. To restructure State agencies and create multiagency Public Assistance/Employment teams with resources, and the authority to use those resources, that allow each team to be successful in meeting its goals.
6. To implement a reporting system for performance comparisons between Public Assistance/Employment teams and between districts that encourages each team to improve its comparative performance.

Welfare assistance and employment programs function as an interrelated system. The public welfare agency carries primary responsibility for self-sufficiency efforts, but in a sharing relationship with employment and rehabilitation agencies.

Several basic rules of thumb were applied to JAWP at the outset. Primary among them was that the plan not lose sight of its main goal—developing self-sufficiency for welfare recipients. Consequently, welfare assistance and employment programs function as an interrelated system, with the public welfare agency having primary responsibility for the self-sufficiency efforts. For those individuals capable of eventual employment, the assistance serves as a temporary, preliminary step toward long-term self-sufficiency and economic independence of the individual and his or her family. It also triggers the first stage in the process of self-sufficiency by emphasizing the important side benefits of employment including adequate group medical coverage, unemployment insurance, retirement benefits, educational and training opportunities, and perhaps most important, increased self-esteem.

Three-Phase Structure

JAWP is a three-phase program. Phase 1, begun in 1978, was limited to job opportunity developments within the State for

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welfare recipients. Job Services, an independent State agency that handles work registrations for the Work Incentive Program (WIN), Food Stamps, and General Relief, was restructured to recruit for all nonmerit State jobs. Under the new plan, welfare recipients are given precedence over equally qualified nonrecipients. In turn, long-term and disabled recipients receive special consideration.

Phase 2, initiated a year later, encouraged private sector expansion to provide jobs and stimulate the economy. Local businesses and industries were asked to provide entry level positions to welfare recipients. They were also asked to consider industry-supported day care centers, training opportunities, health insurance programs, etc., for those hirees. The companies benefited because of the special tax incentive credits available to employers who hire welfare recipients (WIN tax exemptions, welfare nonmandatory registration exemptions, Targeted Jobs Tax Credit). Private sector industries were also encouraged to participate in local coordinating councils.

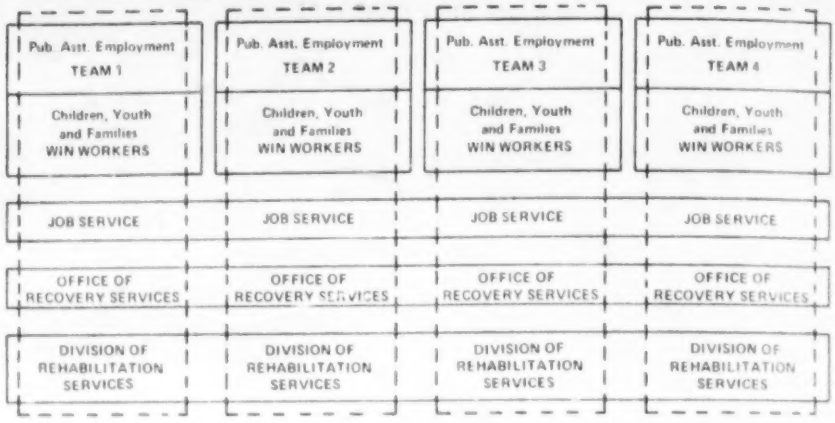
In 1980, the final phase of the program went into effect. This entailed enlisting the aid of other public sector units—such as city and county governments, school districts, universities, and technical colleges—to advertise their entry-level jobs with the Job Service and to hire qualified welfare recipient applicants.

The Strategic Plan

The successful integration of JAWP into the welfare system is reflected in the individual components of its makeup and documented savings. The WIN program, for example, is the foundation, or core, that JAWP eventually built on and is ranked first in the Nation among other WIN programs. Conservative figures from the State WIN office show that the program saved the State $1,320,000 in FY81. Of this amount, more than $200,000 is directly attributable to job opportunity developments within the State. The WIN regional office in Denver projected that Utah's savings (based on a special annualized formula) could eventually save the State more than $42 million a year in both welfare reductions and wages generated.

The Diversion Program also reflected noticeable savings. Structured to provide funds for emergency aid to applicants with immediate job prospects or potential who would otherwise enter the regular welfare rolls, this program allocates funds to teams within each district to be used for immediate needs such as food, rental payments, transportation, etc.

INTERAGENCY LINKAGES UNDER THE STRATEGIC PLAN


Pub. Asst. Employment TEAM 1
Pub. Asst. Employment TEAM 2
Pub. Asst. Employment TEAM 3
Pub. Asst. Employment TEAM 4
Children, Youth and Families WIN WORKERS
JOB SERVICE
OFFICE OF RECOVERY SERVICES
DIVISION OF REHABILITATION SERVICES

An extremely important function of the Diversion Program involves the Office of Recovery Services. This agency uses an early intervention plan particularly effective in cases involving support from an absent parent. These absent parents, usually fathers, are strongly urged to think twice about allowing their families to go on welfare. If the welfare application is completed, the father is still obliged to pay the State for the support provided to the family. The program aims to show the parent that a reconciliation or some other method of support should be considered first. Workers immediately refer such cases so duty-of-support obligations can be established and processed with sufficient information to provide for the client until final eligibility status has been determined. Currently the State diverts an average of 10 applications a month amounting to savings of about $120,000.

JAWP has also had an impact on the traditional intake process. The process is now tailored to move clients quickly through the necessary phases to accomplish self-sufficiency. There is a strong emphasis on job history, training, and interests as well as those problems usually associated with welfare such as transportation, physical or emotional difficulties, child care, lack of training or experience, lack of motivation, or other problems clients might consider obstacles to employment.

A major factor in JAWP's successful reduction of welfare expenditures is its private/public sector interaction effort to obtain or create jobs and establish self-support. The Public Assistance/Employment team (operated through WIN) is responsible for creating, assigning, and monitoring completion of this goal. The preferred alternatives for job placement are:

- Private sector, nonsubsidized employment—clients are employed in private industry and small business without benefit of government subsidy.
- Private sector, subsidized employment—clients are employed in private industry and small business via on-the-job contacts through WIN and CETA, with subsidy for some part of their wages. This also allows for tax incentive credits for the employers or industry supported child care.

(Continued on page 5)

SLEUTH CORNER

Calling all detectives: The Project SHARE Acquisitions staff needs your help in locating the following hard-to-find documents for inclusion in our reference collection.

Author unknown. *Aging: Agenda for the Eighties*. Washington, D.C.: Government Research Corporation, 1979.

Struyk, R. J. *The Housing Situation of Elderly Americans* (URI No. 16300). Washington, D.C.: The Urban Institute, 1976.

Send documents to Acquisitions, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

Project SHARE Lists Timely Topics

Timely Topics is a current listing of publications, conferences, workshops, training programs, or other topics of interest to human services providers. If you would like to share information with other readers, or need additional information about an announced item, write to Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

New Training Series for Rehabilitation Counselors

The Arkansas Rehabilitation Research and Training Center (ARR & TC) recently unveiled a major series of training programs for rehabilitation counselors and university rehabilitation counseling students. The three-part package, known collectively as the *Advanced Facilitative Case Management Series*, is one result of more than a decade of research and development at the center.

Center training is based on a case-management model that integrates the counseling, coordinating, and planning functions of the rehabilitation counselor. The characteristics of these varied roles are examined thoroughly in three separate training programs.

Intake Interviewing Skills for Rehabilitation Counselors, the first program in the series, defines the specific skills needed by counselors to gain and provide beneficial information during interviews, and helps turn these skills into lasting habits. The second package, *Goal-Setting: Guidelines for Diagnosis and Rehabilitation Program Development*, delves into acquiring and using intake interview and medical, psychological, and vocational evaluation data for goal planning. The pragmatic responsibilities of counseling—caseload planning, time management, and progress review—are covered in depth in the third program, *Systematic Caseload Management*.

Faculty of the ARR & TC will conduct national institutes for staff development personnel and other potential trainers of rehabilitation counselors in Hot Springs, Arkansas on the following dates: May 3-6—*Systematic Interviewing Skills;* June 14-16—*Intake Interviewing Skills;* June 17-18 and July 5-6—*Goal-Setting;* and July 7-8, 1982—*Systematic Caseload Management*. Trainees at these special institutes will learn program content and how to train other rehabilitation professionals effectively. When feasible, the Center will also conduct training on location.

For more information contact: Director of Training, Arkansas Rehabilitation Research and Training Center, P.O. Box 1358, Hot Springs, AR 71901. Telephone: 501/624-4411, extension 292.

I&R Roundup: The Best Little Conference in Texas

The National Alliance of Information and Referral Systems (AIRS) conference will be held May 23 through May 26 in San Antonio, Texas, at the El Tropicano Hotel. Using the theme, "I&R Roundup," the conference will focus on the Reagan Administration's impact on social services, with special emphasis on information and referral.

Conference speakers include: Wilbur Cohen, Former Secretary of Health, Education, and Welfare and the founder of Save Our Security; The Honorable Wilhemina Delco, Texas State Legislator; and Ann Richards, County Commissioner, Travis County, Texas.

Topics to be addressed throughout the conference include: the changing role for information and referral services in the 1980's, cutting costs through high technology, and how to get a fair share from block grants. Workshops and papers will also be presented on subjects such as: beginning a new information and referral service, fund raising, management evaluation, public relations, and building coalitions and grassroots organizations.

AIRS was incorporated in 1972 as a broad collective effort aimed at improving the quality of information and referral delivery and to work in the public interest for improved access to services.

For registration or exhibitor information write: Alliance of Information and Referral Systems, 12 East Exchange, 4th Floor, Akron, Ohio, 44308. Telephone: 216/434-4858.

UC Berkeley Extension Plans Media/Health Conference

Confusion about the role and potential impact of the mass media on the health of the general population is widespread. The usual day-to-day news, entertainment, and advertising are seen as having little effect on health. On the other hand, the use of the mass media has become a common response to social problems, and there is a long history in public health of using all available media to influence the health behavior of the public.

To explore the impact of the mass media on health and to provide some guidelines on the issues involved, an intensive 2-day conference will be presented in San Francisco on April 23-24, 1982, by University Extension and the School of Public Health, University of California, Berkeley.

The aim of the conference is to increase awareness of and critical thinking about how the media affect health and to help participants acquire skills they can use in their workplace and community to make the media more responsive to health needs. The program will feature a faculty of 16 speakers drawn from the university, local and national health-care organizations, the print and electronic media, the Federal Government, and volunteer groups.

Among the major conference events are case studies of public-service campaigns on high blood pressure and heart disease; differing views about the effect of commercial advertising; workshops on a variety of topics; a panel on getting the media to respond to community health concerns, and a concluding session on the question "where do we go from here?"

The conference, titled "Mass Media's Impact on Health," is scheduled for 9 a.m. to 5 p.m. Friday and Saturday, April 23-24, 1982, at the UC Extension Center, 55 Laguna St. (at Market), San Francisco. Registration fee for the entire program is $90. Continuing education hours are available for physicians and nurses.

For registration information write: University of California Extension, Attention Public Health Dept. 133N, 2223 Fulton St., Berkeley, CA 94720. Telephone: 415/642-1061.

Family Survival Project for Brain-Damaged Adults

The Family Survival Project for Brain-Damaged Adults (FSP) was incorporated in 1980 to establish services where none existed, to be a public advocate for those suffering financial and emotional distress, and to provide direct assistance to families. The project began as a task force of the Mental Health Association of San Francisco in 1976. Task force volunteers became aware of the effects of chronically brain-damaged adults on families and friends. As a result of the task force's discoveries, the Association organized FSP in 1977 to serve as a support group for families and friends of the patients. FSP is a tax-deductible support organization that offers affordable assistance to those caring for adults diagnosed as brain-damaged.

Project SHARE thanks ***Diana Petty****, Executive Director, and* ***Kaila Griffin****, Resource Specialist, Family Survival Project, and* ***Carolyn Johnson*** *for their aid the preparation of this article.*

Many factors — including head injuries from sporting or vehicular accidents, strokes, degenerative disorders such as Huntington's or Alzheimer's diseases, brain tumors, anoxia (oxygen deprivation), alcohol, drug, or other poisoning, chronic circulatory disorders, birth defects, or the aging process — can and do produce permanent brain dysfunction. Often, specialized support services for the victims of this disability and for their families become necessary. In 1978 FSP received a grant from the California State Department of Mental Health to study the incidence and impact of brain damage on the families of California's victims. This is the only known attempt to document the human service needs of brain-damaged adults.

The FSP study reveals that approximately 5,000 adult San Franciscans suffer from irreversible brain damage and at least 200,000 adult Californians could suffer from some form of permanent organic brain dysfunction. The difficulties and time involved in diagnosing neurological damage accurately, however, can produce a skewed assessment of the psychological aspects of the condition, which, in turn, leads to inadequate or misguided counseling and treatment efforts by both social and medical practitioners.

The costs of long-term or permanent hospitalization or inhome care can subject the family to further financial burden. The family might prefer inhome care for the stricken adult and, consequently, inhome support services (housekeeping, day care, transportation, and respite care) become a high-priority concern. However, the costs of these services are often prohibitive, especially when the services are required over an extended period of time. The specific types of care accommodations (nursing homes, hospitals with constant care units, Veterans Administration facilities, institutions, etc.) in the San Francisco Bay area make planning for future care alternatives a difficult task for families facing a reality of a brain-damaged adult who eventually will be too unmanageable to remain in the home.

Another problem the family of mentally disabled adults must face is the legal transactions the patient can no longer handle (e.g., a contractual agreement signed by a mentally disordered person is subject to nullification). Even the most basic daily activity, often taken for granted by able-bodied individuals, can encumber the family because a mentally disabled adult no longer functions in a decisionmaking capacity.

Government programs (social security, supplemental security income, medicaid, California's medi-Cal, food stamps, AFDC) and financial plans through banks or insurance companies provide some financial assistance. These resources, however, cover only acute illnesses. Reimbursement is usually unavailable to families for requisite inhome care services. Eligibility criteria for receiving public or private financial assistance might (1) require families to deplete much of their liquid assets prior to reimbursement for expenses, (2) be based on the number of work credits earned by the adult prior to onset of the disability (particularly true for social security benefits), or (3) be minimal and not cover the cost of custodial care.

In California, specialized services that do not impose overwhelming financial burdens on clients and their families (e.g., community mental health programs, regional centers for the developmentally disabled, and services for crippled children) are available to assist special populations. However, public policy in that State discriminates against brain-damaged adults and their families by failing to recognize them as members of a "special population." The neurologically impaired, therefore, are not eligible for many of these affordable services.

Study Recommendations

The FSP study proposes a new service model for brain-damaged adults at the State level. The model would include service integration of programs that either do or should offer services to adult victims; integration of funding sources to this group (i.e., medicaid, mental health, and rehabilitation benefits); plans for a sweeping statewide program for brain-damaged adults; and development of exemplary service programs including centralized diagnostic services, a voucher system for payment of inhome support services, a 24-hour facility housing a specialized unit providing services to adults with brain damage, accommodations in a day health care setting, and legal and family counseling.

FSP Services

In 1979, through a mutual support network, FSP recommended and won landmark legislation in California to establish and operate a 1-year pilot project to provide services and financial aid to brain-damaged persons.

In addition to its advocacy efforts, which still continue, FSP offers information and referral regarding brain disorders, expedient care, professional services and resources; monthly family support group sessions; family consultation to help plan for hospital, inhome, or institutional care needs; legal consultation; and inhome support services and one-time emergency respite care for families. Additional services include community education and program development. It has also become the primary goal of FSP to coordinate and provide specialized training for professionals, primary caregivers, families, and other interested parties to help them understand current research activities and therapeutic treatment approaches, thereby aiding them to accept and adapt to the realities of the brain-damaged adult. Conferences are being conducted with participants attending from all over the country.

To obtain more information about the Family Survival Project, contact: Diana Petty, Executive Director, Family Survival Project, 1736 Divisadero Street, San Francisco, CA 94115. Telephone: 415/921-5400. △

Planning for Self-Sufficiency

(Continued from page 2)

- Public sector employment in existing jobs—clients receive Schedule C job opportunity listings in State, local, and Federal government along with entry level positions available at local school districts and higher education entities.
- Public benefit employment in created jobs—especially suitable for those meeting double social utility criteria (home health aides, social service aides through any available local projects and funds). Pay comes primarily from "employing" agency rather than the welfare agency.
- Public benefit jobs in a sheltered employment situation—clients are placed through work experience and training assignments or WIN work experience.

Conclusion

Utah's evaluation and refining of the Jobs as an Alternative to Welfare program is an ongoing effort. Those receiving welfare assistance want to be self-supporting. Proof of support for the State's plan of self-sufficiency for welfare recipients lies in the continuing support of the Governor, the Legislature, agency directors, and, most important, the people of Utah.

To obtain more information about the JAWP program, contact: Jerry Callister, Program Specialist, WIN Program, Department of Social Services, Division of Children, Youth, and Families, State of Utah, Salt Lake City, UT 84114. Telephone: 801/533-5094. △

SHARING

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Pre-Employment Training Combines Experience With Counseling

There are many uncounted "victims" of the welfare system. These often include persons willing—and indeed anxious—to work but unable to do so because of ignorance on the part of some employers. The job seeker with hemophilia, for example, is often denied employment because some employers misunderstand the condition and fear that an employee with the disease will bleed to death. Their knowledge and attitudes toward the person with hemophilia have not improved at the same rate as medical treatment for the condition.

The following article was written by ***Bill Beiersdorfer,*** *a counselor with the Hemophilia Treatment Center. It attempts to broaden the understanding of this problem and encourage those with the disease. The successful effort it relates can be adapted to any locality and, indeed, any disability where ignorance is the primary handicap.*

Hemophilia is a condition, primarily affecting males, in which one of the essential clotting factors of the blood is deficient or absent—causing internal bleeding episodes. Treatment has improved dramatically, allowing for replacement of the clotting factor and thus normalizing the blood for a period of time. This means that the disease is no longer the hazard to normal life that it once was. Unfortunately, many employers do not know this fact. Job seekers with hemophilia often suffer either directly or indirectly, and for the young man with hemophilia, being singled out can have a negative effect on self-concept. Positive experiences are needed to develop a sense of self-worth.

Positive experiences are needed to develop a sense of self-worth.

In 1977 the Hemophilia Treatment Center at Children's Hospital Medical Center, Cincinnati, Ohio, developed a Career Oriented Summer Work Experience Program. Known as COSWEP, the program serves as a preemployment work experience for young men with hemophilia. By combining actual work experience, supervised by interested individuals recruited throughout the community, with vocational counseling, the COSWEP program attempts to meet the following goals:

1. To increase the student's understanding of employee responsibilities and employer expectations such as dependability, courtesy, productivity, and cooperation.
2. To develop the student's interest and motivation for eventual career selection.
3. To familiarize the student with career areas that apply interests and aptitudes.
4. To develop the student's sense of self-worth by providing productive opportunities and compensation for contribution and effort.

Each student practices filling out job applications and participates in practice employment interviews. Each also requests a letter of recommendation from his supervisor and is required to learn the education and training qualifications for a regular entry position at the work site.

A formal evaluation is completed by both the site supervisor and the student, which includes ratings and comments in the following areas:

- Degree of anxiety or comfort with supervisor.
- Ability to profit from instruction or criticism.
- Quality of work.
- Acceptance of work role.
- Productivity.
- Ability to socialize with coworkers.
- Ability to cooperate on work tasks.
- Appropriateness of personal relations with floor supervisor.
- Response to pleasantness or unpleasantness of tasks.
- Ability to organize work.
- Self-presentation.
- Communication with supervisor.

Both the site supervisor's and student's evaluations are reviewed with the student. This activity provides a basis of discussion between student and counselor involving the student's view of himself as a worker as compared with an actual employer's assessment of his performance. In addition, the student is asked to comment on satisfaction with the program, knowledge gained, career choice, parental support of student's participation, and absenteeism as related to bleeding episodes.

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Pre-Employment Training Combines Experience With Counseling

(Continued from page 5)

The Educational-Vocational Counselor meets with each student periodically throughout the participation to work on the previously mentioned program elements as well as to discuss the student's progress within the work experience program and educational and vocational planning. Counselor-student contact is continued after COSWEP participation is completed as part of the ongoing Educational-Vocational Counseling Services.

Work site supervisors are recruited from both the private and public work sectors and represent a variety of work settings and experiences. Work site supervisors possess an interest in contributing to the goals of COSWEP and a willingness to interpret to the student the importance of an adult occupational role.

Each student receives an educational stipend for participating in the program. Although private donations are the primary source of funds, some work site employers have contributed to their student's stipend.

Since 1977, there were 23 young men aged 13-18 with hemophilia participating in COSWEP. Hours worked have ranged from 20 to 40 hours per week; students work 8 to 10 weeks. Students have worked in the areas of architectural drafting, building and grounds maintenance, school and medical library, public relations office, research laboratory, recording studio, sports medicine, recreation leader, hospital aide, and horticulture. COSWEP has been an important introduction to the world of work for these young men and COSWEP helps to increase the community's understanding of hemophilia.

To obtain more information about the COSWEP program, contact: Bill Beiersdorfer, Educational/Vocational Counselor, Hemophilia Treatment Center, Children's Hospital Medical Center, Elland and Bethesda Avenues, Cincinnati, OH 45229.

△

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Positive Alternatives for Youth

The Positive Alternatives for Youth program is a prevention/education project serving children and adolescents in the Milwaukee metropolitan area. It focuses on helping students cope with problems that might restrict their emotional and social growth through a strengthening of peer relationships, teacher involvement, and private/public sector interaction.

***Kitty Burke-Peterson**, Program Director, provided the backgrouna information for this article.*

The Positive Alternatives for Youth project is a multifaceted component of the Milwaukee Counseling Center's Prevention/Education Program. The program has three main goals—to prevent problems (e.g., depression, drug abuse, delinquency) that might affect a child's growth; to help students acquire basic skills in communicating with one another, making decisions, developing positive self-images, and learning to cope with life stresses; and to work in a cooperative relationship with other agencies and institutions to create conditions in the school systems that promote well-being and reduce the need for remedial treatment.

Program Design

The idea for PAY evolved out of a crisis intervention/drug abuse outreach program that operated in Milwaukee in the early 1970's. The original program provided important outreach services in the school setting to adolescents whose abusive use of drugs and alcohol caused highly dysfunctional behavior. These first sessions were attended by teens referred through their schools and were led primarily by Counseling Center staff.

The alternatives program changed its focus from drug abuse intervention to prevention of any social problems that might prove hazardous to youths.

Since that time, the alternatives program changed its focus from drug abuse intervention to prevention of any social problems that might prove hazardous to youths. This change altered significantly the content of the program as well as the type of participants. Emphasis shifted from teens to include elementary school children (in a separate program, Prevention is Kid's Stuff) and preteens while curriculums varied accordingly. Prevention personnel also changed. Under the current design, teachers are recruited through the school systems and specially trained to conduct PAY classes, which are incorporated into the curriculums at their respective schools.

The new program also expanded to involve other groups interested in preventing youth problems including the Milwaukee Public School System, the Junior League, the Archdiocese of Milwaukee, and local businesses.

PAY chose the Marshall cluster, a consortium consisting of one elementary, one junior, and one senior high school located within easy distance of each other, as the pilot schools for the program.

Each PAY class consists of 15 students, a teacher, and a PAY staff member. Initially, the PAY staffer acts as the main facilitator, or group discussion leader, while the teacher observes as part of his or her training. Gradually the roles are reversed so that by the end of the year the teacher has moved into the position of main facilitator and the PAY staffer's role has become one of observer or adviser.

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Positive Alternatives

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Program Components

Currently, the PAY program has five major components including (1) alternatives classes; (2) alternatives advocates; (3) teacher training; (4) after school in-service training; and (5) consultation.

Alternatives classes run for one semester and meet every other day for an entire class period. During this time students are taught to develop and strengthen personal traits that will aid them in combating negative behaviors such as drug or alcohol abuse, truancy, or delinquency, and in developing positive alternative activities that provide a satisfying means of fulfilling needs. In addition to the curriculum materials, a variety of alternative activities are presented using resource people who cover such diverse interests as mime, aerobics, and pottery. These presenters usually share their backgrounds with the students as well as the personal gratification they receive from their involvement in the activities.

Alternatives advocates run for an entire year and meet on a daily basis. During this time students are encouraged to learn skills that allow them to deal constructively with personal development issues and work effectively with peers. They are also encouraged to develop links with other teens who provide role models as group leaders, community advocates, peer facilitators, tutors, etc.

Teacher training, which includes both teachers from the school system and volunteers, provides training in the PAY curriculum in the areas of development, program delivery, and administration. The major thrust of this component of the program is helping teachers learn group process so PAY can become an ongoing part of the regular school curriculum. This is accomplished through attendance by the trainee at all classes, co-facilitating (or conducting) classes, and weekly discussions with Counseling Center consultants.

After school in-service training is designed for those teachers who are not involved directly in the PAY program but who wish to use elements of the PAY technique in their regular teaching activities.

Consultations involve (1) providing ongoing consultations to schools in which PAY has trained teachers and (2) establishing communication links among the programs and teachers at the various sites.

Funding

Originally the PAY program was federally subsidized under a Wisconsin State formula grant, but when that funding ran out, the program sought private funding sources. Subsequently the United Way Agency, along with four local foundations—the Cudahy Foundation, the Uhrig Foundation, the Richards Foundation, and the Faye McBeath Foundation—agreed to cofund the project for 1 year with a 3-year option to renew; an option that both PAY and the funders anticipate will be picked up. Teacher time is funded by the Milwaukee Public School System.

Students are taught to develop and strengthen personal traits that will aid them in combating negative behaviors .... and in developing positive alternative activities that provide a satisfying way of fulfilling needs.

Evaluation

During the 1980/1981 school year, slightly more than 300 children and 25 teachers from the Cluster schools took part in some aspect of the PAY program. Other PAY-related activities, such as parent orientation nights, formulation of school teams to work on "climate" improvement, and consultation to non-PAY faculty (on issues such as teen depression), received wide and enthusiastic support.

The Institute for Social Analysis, under contract from the National Institute on Drug Abuse (NIDA) conducted an independent evaluation of the PAY program in the spring of 1981. Both NIDA and ISA are interested in disseminating information garnered from the project nationally and in using the program as a prevention guide for other school systems. Randomly assigned student volunteers were placed in either the PAY program or under a control group and measured before and after their participation in the program using an extensive battery of attitude scales and behavioral self-reports. Briefly, these significant differences between the PAY classes and control groups were found:

- PAY students showed a decrease in hard liquor use in contrast to an increase in the control group.
- PAY students reduced their use of drugs and alcohol in response to negative emotional states, whereas control students increased drug and alcohol use in response to negative states.
- PAY students scored higher on the alternatives impact scale, which addresses items such as communications skills, getting along with others, learning about oneself, coping with stress, diminishing drug use, and formulating alternatives.

Overall results showed that classroom-based alternatives, as presented in the PAY program, hold promise for helping adolescents to achieve a more effective adjustment and to avoid problems that might affect their emotional and social growth.

To obtain more information about the PAY progam, contact Kitty Burke-Peterson, Program Director, Prevention/Education, the Counseling Center of Milwaukee, 1428 North Farwell Avenue, Milwaukee, WI 53202. Telephone: 414/271-2565.

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Project SHARE Lists Timely Topics

Timely Topics is a current listing of publications, conferences, workshops, training programs, or other topics of interest to human services providers. If you would like to share information with other readers, or need additional information about an announced item, write to Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

Refugee Reports

Refugee Reports, a unique publication about refugees in the United States and the policy and programs that affect them, is now available on a subscription basis.

The newsletter is published 26 times a year and covers a broad range of issues and interests in refugee resettlement. Among its regular features are coverage of Federal policy and funding decisions; descriptions of ongoing projects and programs serving refugees and professionals in resettlement; annotated listings of printed and audiovisual materials; and statistics concerning refugee placements, demographic information, asylum applications, and more.

To obtain complete subscription information contact Lynette Couto, Editorial Assistant, *Refugee Reports*, 1424 16th Street, N.W., Suite 404, Washington, DC 20036. Telephone: 202/667-0782.

Behavioral Health Primary Prevention Project

The Municipality of Anchorage intends to issue a Request For Proposal for Behavioral Health Prevention Projects designed to impact positively the behavioral health attitudes and practices of the residents of Anchorage, Alaska. Any profit or nonprofit agency or organization can request further information by contacting Dr. Raymond Norman Fedje, Ph.D., Manager, Behavioral Health Division, Department of Health and Environmental Protection, Municipality of Anchorage, Pouch 6-650, Anchorage, AK 99502. Telephone: 907/264-4775.

Management Degree Offered on Nonresident Basis

The Master of Science in Management (M.S.M.) degree, with a concentration in management of substance abuse services, is now available on a nonresident basis at Lesley College in Cambridge, Massachusetts. Applications are now being accepted for the second cycle, which starts in October 1982.

This unique program is designed for experienced professionals who have already begun to exercise administrative functions. The intensive, 1-week sessions are conducted quarterly. To obtain class dates or additional information, contact Dr. Barry Sugarman, Program Director, Management Division, Lesley College Graduate School, 1627 Massachusetts Avenue, Cambridge, MA 02138. Telephone: 617/868-9600, Ext. 460.

Guidebook on Residential Child Care

Developed by the Interstate Consortium on Residential Child Care, this guidebook is part of a broad initiative to improve the quality of care in children's facilities in Consortium States. Purchasers, providers, and regulators of residential child care in 14 States are represented on the Consortium panel. These States include Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, Washington, D.C., and West Virginia.

In the guidebook, Consortium members pooled their vast resource of knowledge to encourage improvements in the quality of services provided to children placed in residential facilities and to the children's families. They also address the responsibilities of Government and other involved agencies and provide a proposed set of licensing requirements for facilities along with extensive commentary, guidelines, and preferred practices.

The process through which the guidebook was developed may prove of interest to anyone involved in standards review and development; "bottom-up" public policy development; coalition-building and interstate cooperation; and children.

The publication proposes an approach aimed at guaranteeing equal protection for all children placed in private or public facilities with additional requirements—e.g., secure facilities, shelter facilities, and facilities providing educational programs—for specialized care.

The guidebook is available free from the Interstate Consortium on Residential Child Care, Department of Human Services, 222 South Warren Street, Trenton, NJ 08625.

MEETINGS & CONFERENCES

June 11-14–The American Rural Health Association will hold its annual meeting at the Village of Smuggler's Notch in Jeffersonville, Vt. This year's theme is "Quest for the Quality of Life: Rural Health in Transition."

The meeting is sponsored by the Center for Rural Studies, the College of Medicine, and the School of Nursing at the University of Ver-

mont. It will concentrate on three areas of program emphasis—health promotion and the prevention of disease; merging of rural health and rural development needs; and strategies for rural health in a changing economic and political context.

Two special sessions are also planned. Representatives of the W. K. Kellogg and Robert Wood Johnson Foundations will discuss "The Future Role of Philanthropic Foundations in Rural Health." The March of Dimes Birth Defects Foundation will cosponsor a session on "Perinatal Care in Rural America."

More than 40 rural health researchers will discuss their work during the 4-day session, and 10 professional-development workshops are planned. The conference will be particularly relevant to researchers, government officials, physicians, nurses, and other rural practitioners.

Full conference and single day registrations are available. For further information, contact Dr. Raymond Coward at the Center for Rural Studies, University of Vermont, Burlington VT 05405.

June 13-18 – The Child Care Support Center will present a conference/workshop on child care administration at Berea College, Berea, Ky.

The conference is designed for new and experienced directors of day care centers and nursery schools, day care licensing workers and trainees, and anyone involved in starting child care centers.

Participants will receive a set of materials related to all aspects of child care administration prior to the conference date. Some of the topics to be discussed during the weeklong conference include child care legal issues, motivation and supervision of staff, developing a healthy organization, child care financial management, and parent/caregiver relationships.

Teaching faculty for the conference (from Save the Children) include Nancy E. Travis, Director, Southern States Office; Joe Perreault, Coordinator, Child Care Support Center; and Jerry Workman, Coordinator, Appalachian Program. Also, Robert Sarver, Associate Vice Chancellor for Academic Affairs, University of Arkansas at Little Rock and Carl Staley, Director, United Day Care Services, Greensboro, N.C.

The conference is limited to 45 participants, and registration applications will be accepted on a first-come basis. Government agency representatives who must await approval of travel requests are urged to call the Child Care Support Center at 404/885-1578 to have their places held for them. To obtain more specific information about the workshop, contact the Child Care Support Center, Save the Children, 1182 West Peachtree Street., N.W., Suite 209, Atlanta, GA 30309.

July 5-8–The National Youth Workers Conference, which is to be held at the Shoreham Hotel, Washington, D.C., will address the training needs of all youth service providers. Over 75 workshops and panels will focus on public and private partnerships, effective use of volunteers, securing of corporate and foundation funds, youth employment issues, the Reagan Administration's youth priorities, comprehensive youth and family services, and many other topics of interest to youth service providers.

The conference will feature innovative program models that reflect the changing times. It will also explore methods of obtaining grants from foundations and corporations and address the impact of Federal budget cuts on youth services.

To obtain registration information, contact Conference Staff, National Youth Work Alliance, 1346 Connecticut Avenue, N.W., Suite 508, Washington, DC 20036. Telephone: 202/785-0764.

SLEUTH BOARD

Calling all detectives! Please be on the *prowl* for several elusive, out-of-print documents we need for input into our data base. These documents could be of importance to you! Contact us if you've seen these *cagey* fugitives:

Child Advocates Handbook. Iowa Council for Children, 523 East 12th St., Des Moines, IA 50319, 1980.

Greenspan, S.R. *Source of Funding for Child Abuse and Neglect Projects*. Washington, D.C.: HEW, Office of Human Development, 1979.

Jenkins, J.L. *Child Protective Services: A Guide for Workers*. Washington, D.C.: HEW, Office of Human Development, 1979.

Jenkins, J.L. *A Community Approach: The Child Protection Coordinating Committee*. Washington, D.C.: HEW, Office of Human Development, 1979.

Rose, E.A. *Housing for the Aged*. DC Health and Company, 125 Spring St., Lexington, MA 02173, 1978.

Stewart, M.A. *Is Alcoholism Related to Physical Abuse of Wives and Children?* Mark A. Stewart, M.D., 500 Newton Road, Iowa City, IA 52242, 1978.

If you know the whereabouts of these *undetectable* documents, please contact the Acquisitions staff, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

Due to popular demand, reprints are now available of *Planning and Implementing Social Service Information Systems: A Guide for Management and Users*, Project SHARE Monograph #25.

Positive Alternatives

(Continued from page 2)

The following questions should be considered when developing prevention/education programs like PAY:

1. What can I do to guarantee a positive student *attitude* for this experience?
2. How do I best meet the *needs* of my students through this experience?
3. What about this experience will continuously *stimulate* my students?
4. How is the *affective* or emotional climate for this experience a positive one for students?
5. How does this experience increase or affirm students feelings of *competence?*
6. What is the *reinforcement* that this activity provides for my students?

From the Editor...

Many of our older readers might recall "The Editor's Inbox," a short-lived (one issue!) section that invited your "kudos and questions, comments, cautions, and criticism." Information on developments in the human services field, suggestions for future topics both for *Sharing* and Project SHARE monographs, and general idea sharing was sought. And yes, we did welcome the criticism.

Once again we invite you to share your thoughts with us on topics of interest not previously reported and ideas for future Project SHARE publications. Articles on innovative funding, services coordination, and private/public sector interaction are especially welcome. And we are now making a push for articles highlighting the history and chronological development of services integration.

Items for the Editor's Inbox should be addressed to the Editor, *Sharing*, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

The National Institute on Adult Day Care

The National Institute on Adult Day Care (NIAD) was established within the National Council on the Aging in 1979 to provide a focal point for adult day care at the national level. It was initiated through the efforts, and in direct response to the expressed needs and demands, of day care practitioners from across the country. The Institute was organized to promote day care as a viable option of a community-based program of services and activities for disabled older persons within the larger continuum of long-term care.

An adult day care program provides a gamut of services in a congregate setting, enhancing the daily lives of its participants and supporting their continued involvement in the community. Adult day care is a generic term that applies to a variety of programs offering services that range from active rehabilitation to social and health-related care. Various terminology is applied: day care, day treatment, day health care, psychiatric day treatment, partial hospitalization, day hospital care, etc. Adult day care is coordinated with, and relates to, other agencies and services such as senior centers, in-home services, and institutional and hospital care. It is an innovative way to organize and blend traditional health and social services for the disabled older person.

Purposes of the Institute

NIAD was established to:

- Provide a focal point for adult day care at the national level.
- Promote the concept of adult day care by working with voluntary organizations and governmental agencies at all levels.
- Stimulate further development and refinement of day care as a modality of service.
- Provide opportunities for exchange of ideas and experiences in the delivery of adult day care.
- Develop standards and guidelines for quality day care programs.
- Provide training and technical assistance for service providers.
- Organize efforts to achieve additional and more secure funding for the provision of adult day care.
- Support the efforts and development of State associations on adult day care.

Current Services and Activities

NIAD currently performs several informational services and activities for interested day care service providers including:

- Regional and national conferences and workshops
- Consultations
- Annotated bibliographies
- Advocacy of public policy positions related to concerns of adult day care
- Surveys of State adult day care regulations
- Surveys of State adult day care legislation
- Quarterly newsletter distributed to members

Soon To Be Available: Adult Day Care Publication

A guide for those interested in developing new day care programs for older persons or improving already existing ones will become available in summer 1982. Among the questions addressed in the guide are, Does your community need an adult day care program? Where should it be? Who will be served? What services will be offered? How do you pay for it? What should staff know?

The publication directs attention to the place of adult day care in the long-term care service continuum and cites definitions of adult day care and target populations. Essential and optional services are discussed, and development and implementation of an individual plan of care based on functional assessment of the individual and his/her home environment is stressed. Among other areas covered are history, physical facility, staffing, in-service training, program evaluation, and working with families. Samples of forms, profiles of some operating adult day centers, and a selected bibliography of publications and audiovisual aids are also included.

ACTION Launches New Volunteer Program

The Vietnam Veterans Leadership Program (VVLP) is a new Federal initiative administered by ACTION, the national volunteer agency. The nationwide program encourages Vietnam veterans to volunteer their time, efforts, and creative leadership to help solve problems still faced by some of their fellow veterans.

Estimates indicate that as many as 500,000 veterans of the Vietnam conflict still have problems associated with their Vietnam military service. Most veterans, however, have adjusted well, and more than 70 percent of all veterans who served in Vietnam, including those who experienced heavy combat, have no residual negative feelings about their terms of service, according to a poll conducted by Louis Harris and Associates. It is this group that VVLP is trying to attract to lend strength and leadership to their fellow veterans.

The pilot phase of VVLP began in six cities — Baltimore, Md., Philadelphia, Pa., Phoenix, Ariz., Nashville, Tenn., San Antonio, Tex., and Wilmington, Del. Nine more VVLP groups have been formed and are currently applying for grant assistance. Eventually, the program is expected to establish as many as 50 active volunteer programs in communities across the Nation. Each of the communities will have a volunteer chairman and a salaried project director who are Vietnam veterans and community leaders.

There will be a 1-year buildup to the 50-community operational phase, which is expected to last 2 years. Federal participation in the program is scheduled to phase out by September 30, 1984.

Initially, local leadership programs will research the specific characteristics and needs of the local Vietnam veteran population and then develop a specific plan of action designed to solve the most pressing problems. The program as a whole has no specific makeup. Each independent program will of necessity depend on the characteristics of the individual community. It is expected that typical activities will include liaison with local employers aimed at improving the job opportunities available to Vietnam veterans, business development activities intended to support Vietnam veterans who seek to begin or build their own businesses, and the promulgation of activities that highlight positive contributions made by Vietnam veterans in their communities.

The program is not intended to duplicate or overlap the outreach centers, local community-based organizations, or other veterans service organizations. Rather, VVLP is designed to complement those entities and to work to make the entire range of available services as cohesive and effective as possible. The Vietnam Veterans Leadership Program is not a one-on-one service delivery mechanism nor is it intended as a referral service.

The program will cost $2 million per year for 3 years or approximately $50,000 for each of the 50 cities. It is intended to be a short-term, cost-effective volunteer program with significant but realistic, limited goals.

To obtain additional information about the Vietnam Veterans Leadership Program, contact Bill Jayne, Deputy Director, ACTION, 806 Connecticut Ave, N.W., Rm. M600, Washington, D.C. 20525. Telephone: 202/254-8270.

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The Nonprofit Manager as a Guerilla Leader

Barry Sugarman, Ph.D., *the author of this article, is Professor of Management at the Graduate School Management Division, Lesley College, Cambridge, Mass., and a consultant in strategic planning. Dr. Sugarman is also the founder and director of the Long-Distance Master's Degree Program for Managers of Substance Abuse Services. His interest in creative financial and support networking is a direct outgrowth of his work with substance abuse programs and subsequent experiences with informal facilitating.*

Defining the Need

— A private school needs a microcomputer for teaching purposes.

— A drug abuse program unexpectedly needs a new compressor for its main freezer.

— A technical training agency for low-income persons decides, after careful strategic planning, that it needs to sell its services directly to industry instead of depending solely on public funds.

On the surface, none of these situations seem related, yet they share a common problem — they are all nonprofit organizations with tight, restricted budgets. They also, however, share a common solution.

In each of these examples the top administrators were able to use a networking method in which a system of friends locate or act as "facilitators" for particular needs. These friends/facilitators might work where the item in question is made or sold; or work at a place where the needed equipment is used extensively and where good, used items are sometimes disposed of; or they might answer more intangible needs, such as providing specific subject knowledge, or using their contacts to open difficult doors for the nonprofits.

Such networking is an increasingly popular option for both the nonprofits and the networking friends because it operates in ways that are not too burdensome for either the facilitators or the organizations needing help. If used properly, support networking could be an excellent solution for the problems nonprofits face from an overburdened economy.

Facilitators can use their contacts to open difficult doors for the nonprofits.

Developing Support Tactics

Many of the problems besetting nonprofits stem from the massive and continuing cuts in Government spending, which have already had a devastating effect on many human service providers and recipients, leading some to conclude, whether rightly or wrongly, that they are somehow pariahs to the present Government. Many feel forced to employ "guerilla" tactics to combat what they consider a lack of concern or support for programs that have acknowledged merits, but no money. These are the "guerilla leaders" who have placed themselves in the forefront of a movement to find other sources of support.

There are large numbers of potential supporters out there, some of them in positions where they can legitimately obtain significant donations or benefits for a "good cause." If the guerilla leaders can organize the supporters well enough, they can find these strategically placed friends. Someone, somewhere is getting ready to dispose of a used but still usable compressor. The task is to find this person. Properly organized, the friends of nonprofits can bring in large amounts of help, using their own efforts to leverage much more help from the larger system.

At this point it would be easy — and logical — to conclude that what we are talking about building is a larger system of volunteers. Such a conclusion, however, would be wrong.

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The Nonprofit Manager as a Guerilla Leader

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Finding Volunteers To Facilitate Needs

We are not talking about recruiting more volunteers — at least not in the traditional sense of volunteers who run the snack bar, perform office chores, or generally fill roles that are not necessarily vital to the organization. We are talking about volunteers who can lend *specific* knowledge or support to *specific* nonprofit agencies drawn from the vast amounts of resources that are used and wasted in this society. The exact form the solicited support takes can be as varied as the needs it meets. It could include:

- donations or loans of surplus equipment and supplies;
- corporate gifts of cash (with attendant tax advantages to the donor);
- permission for personnel to volunteer their time for community service on company time; or
- advice to nonprofit managers or interested facilitators on the best methods to obtain funding from industry to pay for the services of the nonprofits.

In the prototype examples of philanthropic fundraising, the key facilitator was often someone who had personally benefited from the nonprofit organization (or else known someone who had benefited) and who used his or her own position in a business to help the nonprofit. Under the adverse conditions that now afflict the nonprofit sector, this practice is no longer enough. An extended network is now necessary. The "golden friend" of the nonprofit is no longer the one who is willing to dip into his own pocket or her own business. Nor would such aid necessarily be what the nonprofit needs. Although these services are still appreciated, the emphasis now is on the possible opportunities engendered by this golden friend's contacts and skillfulness in building networks of his or her friends and facilitators in fruitful areas.

Setting Up a Networking Model

There are numerous other possibilities for corporate giving and needs supplying, which facilitating strategists can discover when they put their heads together and develop a reasonable working model sufficient for their needs. The facilitator role that is crucial here is not so much that of volunteers who aid the nonprofits from their own meager resources, but rather that of the local sympathisers who have jobs in the key institutions and can act as agents for the nonprofits. They can report back vital intelligence data and recruit other sympathisers for the cause, extending their penetration into ever more productive areas.

Most businesses and other organizations that eventually provide assistance do so willingly — once the groundwork has been laid.

In some ways this "conspiratorial" model might seem misleading because most businesses and other organizations that eventually provide assistance do so willingly — once the groundwork has been laid. It is only in the initial stages that the facilitator network has to operate, and often feel, as if it were in hostile territory. These feelings usually stem from the facilitators' lack of knowledge about which individuals or organizations might prove really lucrative to the nonprofits. The ace facilitators will discover them. Will the help they seek come from hotel concerns, construction outfits, or the manufacturing industry? Will it come from small, family-owned businesses or large corporations? Will the military prove helpful? If so, which branches? Even organizations that are in trouble themselves may be able to help in specific ways. Bartering and brokering of help will undoubtedly develop. Careful research and a plan developed with the nonprofits' needs foremost will narrow the field to one or two target organizations.

At this point, after facilitators have researched possibilities and outlined a networking plan, they must find answers to three major questions:

1. What potential resources exist in each organization relative to the needs of the nonprofits?
2. Who has decisionmaking power regarding these resources?
3. Who can open the door to get a meeting with these decisionmakers?

Once these key questions have been answered, facilitators must go one step further and form presentations that will convince the possible donors, and other facilitators, that giving will ultimately gain them rewards.

Rewarding the Facilitators

The process just described has important similarities to several other social-political-economic phenomena. For example, an entrepreneur operating in a market where suppliers and customers are hard to find (though they are definitely known to exist) will establish a system of middlemen to find suppliers and customers. Another analogy can be found in the way a candidate for political office builds a "machine" to produce votes. This machine, like the middlemen, corresponds to nonprofit facilitators. The key difference, however, is that the profit/gain factor is almost completely eliminated. Whereas the middlemen are paid a commission and the political machine workers may expect political favors from a successful candidate, the facilitator-volunteers only expect to achieve a little self-satisfaction for their efforts.

When planned and managed carefully, a good facilitator model can be a lifesaver for low-budget nonprofits and the social service they represent.

Nonprofits that will survive the present crisis will be those which can make the most creative use of the "guerilla leader" approach. As with any idea based primarily on good will, this practice is capable of abuse. But when it is planned and managed carefully and responsibly, it can be a lifesaver for low-budget nonprofits and the social services they represent.

The facilitator is the key to this strategy of guerilla fundraising. But what does he or she get out of it? This is a complex issue but we can suggest some pieces of the answer. First and foremost, the facilitator gets good feelings from knowing that he or she made a major contribution to a worthy cause. For someone who already had a connection with the agency in question, these good feelings are specially important. Others, who were initially strangers to the agency, were probably approached by a friend, so they have the satisfaction of helping the friend as well as helping the good cause.

(Continued on page 4)

Project SHARE Lists Timely Topics

This issue's Timely Topics features new publications from Ryerson Polytechnical Institute's Nutrition Information Service and announcements of two upcoming conferences. If you would like to share news on topics of interest to human service providers, please write or call Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

Nutrition Information Service

The Nutrition Information Service (NIS) of the Ryerson Library currently has several resource materials available for professional educators and researchers interested in the field of rehabilitation. NIS is a nonprofit organization funded primarily through the Ryerson Polytechnical Institute in Toronto (Ontario, Canada) and through government grants for special projects. The service collects and distributes information on nutrition and related aspects of health care.

The following resource materials are currently available from NIS.

- The *Index of Free Inexpensive Food and Nutrition Information Materials* lists approximately 2,000 free and inexpensive pamphlets on food and nutrition.
- *Food, Nutrition and the Disabled: An Annotated Bibliography* contains a 374-item bibliography listing print and nonprint materials on nutrition and the mentally or physically disabled person.
- *Hotels: Accessibility for the Handicapped* is a 28-minute color videotape that describes accessibility problems hotels present to the handicapped person and suggests renovations that would make hotels and their rooms a safer and more manageable environment for this segment of society.

For further information, contact NIS, Library Publications Office, Room L284, Ryerson Polytechnical Institute, 50 Gould Street, Toronto, Ontario, M5B 1E8.

MEETINGS & CONFERENCES

October 25-26 — Privacy, Confidentiality and Access of Information will be the theme of the 1982 Conference on Management Information Systems in the Human Services sponsored by the Center for Management at Baruch College, City University of New York. The conference will be held at the Roosevelt Hotel in New York City and will be followed by 3 days of workshops on various aspects of EDP planning and implementation.

The conference will confront the privacy/access issue as it relates to the expanding use of large-scale, integrated, computer-based information systems in the human services. Protection of individual privacy while achieving greater efficiency and control of service delivery will be the primary focus of the 2-day schedule of panels and concurrent sessions. Attention will be given to the technical, social, legal, and legislative questions that have triggered the debate about fundamental rights of privacy on the one hand and societal benefits on the other.

The conference will (1) give interested participants an opportunity to learn more about the technical and managerial aspects of preserving data integrity, (2) consider the advantages and pitfalls of large integrated systems that are already in place, (3) provide an exchange medium for those interested in learning more about the laws and legislative safeguards related to information gathering and usage, and (4) provide a forum for a general exchange of views.

Representation is expected from the areas of mental health, health care, family and children's services, education, probation and corrections, services for the aging, and general social services. The conference is designed for human service administrators, directors, managers, and practitioners, including data processing unit staff.

For more information on conference and post-conference workshops, contact Professor Rod Monger or Ellen Goldner at the Center for Management, Baruch College, Box 520, 17 Lexington Avenue, New York, NY 10010. Telephone: 212/725-3156.

November 17-19 — The Sixth Annual International Rehabilitation Film Festival will be held in New York City at the American Red Cross building, 150 Amsterdam Avenue and 67th Street, near Lincoln Center.

Sponsored by Rehabilitation International U.S.A., the film festival is a competition dedicated to audiovisual media about disabled people and the rehabilitation process.

Various estimates indicate that between 10 and 20 percent of the world population consists of people with disabilities. Some of their greatest difficulties might stem from social prejudice. In the United States, 4 percent of the national work force is engaged in health-related jobs that deal with the needs of disabled people. Films, slides, and videotapes are being continually produced to aid providers of disability services and their counterparts in other countries with training materials that attempt to change attitudes and combat prejudice against the disabled.

The annual film festival conducts the most extensive screenings of films on disabilities anywhere, with an average of 125 finalists shown each year, in a 3- to 5-day period. This year, the screenings will be conducted daily between 9 a.m. and 4 p.m.

For further information, contact Film Festival 82, Rehabfilm, 20 West 40th Street, New York, NY 10018. Telephone: 212/869-0460.

The Nonprofit Manager as a Guerilla Leader

(Continued from page 2)

Nonprofit agencies that use this strategy to obtain goods or services find it a good investment to give ample, formal recognition to these facilitators. Any of the methods used in traditional fundraising to reward and motivate big contributors (such as plaques, awards, award banquets) can be used for rewarding facilitators.

Aside from the purely "good feelings" aspect, there are tax advantages to the actual donor of the goods. There are also community relations and public image benefits for companies from these contributions. Many large corporations already employ public affairs managers whose jobs entail seeking philanthropic activities that will enhance their visibility in positive ways. Employees who act as matchmakers to lay the groundwork for what turns out to be an acclaimed philanthropic contribution by the company place themselves in a position to receive the company's thanks as well as the thanks of the nonprofit recipient.

We are talking about saving our organizational skins by managing smarter as well as harder.

Hence a great advantage of the "guerilla" approach is that it allows someone who has no set loyalties to a particular social service, or who does not want to give the amount of time required to serve as a board member, to make a comparable contribution in a more convenient way and to be rewarded for it. Many people who dislike being asked to sell tickets for a fundraiser or make a donation would be quite willing to do a little personal research in their companies, especially if the companies' attitudes toward philanthropic giving were compatible with the social service's needs. In other words, this is a more congenial way for many people to make their charitable contributions, so it should extend the pool of contributors.

Conclusion

The concept we have explored here would probably be subject to different interpretations by different disciplines. Organizational theorists, for example, would see it as an extension of the informal organization beyond the single nonprofit agency itself. Community development experts, networking theorists, strategic planners, and fundraising professionals would formulate this idea in terms of their own conceptual framework.

Nevertheless, however much the climate of Government support may have soured, there remains in our society a strong value placed on philanthropy. The question is not *whether* the vast majority of private individuals should support human service agencies, but rather *how* and *how much?* It is safe to assume that there are sources of support besides the Government and private individuals. We are talking about recovering and recycling resources in new ways. We are talking about using a networking approach backed by careful strategic planning. We are talking about saving our organizational skins by managing smarter as well as harder.

To obtain further information about the facilitator model, contact Dr. Barry Sugarman, Program Director, Management Division, Lesley College Graduate School, 1627 Massachusetts Avenue, Cambridge, MA 02138. ■

NCOA News Brief

National Agency Recognizes Nation's Senior Centers as Conduits for Services

Calling the senior center an increasingly important link in a chain of community services for older Americans, the National Institute of Senior Centers, a unit of the National Council on the Aging (NCOA), announced that May 9-16 has been selected as National Senior Center Week.

In making the announcement, NCOA's executive director, Jack Ossofsky, said: "May has traditionally been a time to honor the Nation's 26 million older men and women. It is important that we also recognize that the senior center plays a major role in the provision of services so important to the well-being of our older citizens.

"That role, however, is severely threatened by mounting budget cuts, and senior centers will require substantial community support if they are to continue to provide such essential services as hot meals, transportation, and health care.

"We are delighted, therefore, that the U.S. Conference of Mayors has endorsed this observance and is encouraging some 900 mayors to issue proclamations and otherwise focus public attention on the centers in their towns and cities."

The National Council on the Aging, founded in 1950, is one of the Nation's oldest advocacy organizations in the field. The National Institute of Senior Centers was established in 1970 as a clearinghouse of information and technical assistance to meet the needs of the growing senior center movement.

SLEUTH CORNER

Calling all detectives! Please be on the lookout for the following documents that we need for our reference collection.

Hess, C.W. *The Silver Lobby: A Guide to Advocacy for Older Persons*. Lexington Books, D.C. Heath & Co., 125 Spring St., Lexington, MA 02173, 1978.

McEniry, M.C. *Restitution, A Dynamic and Challenging Alternative for Wisconsin's Juvenile Justice System*. Dept. of Health and Social Services, Bureau for Children, Youth & Families, 1 West Wilson Street, Madison, WI 53703, 1979.

Tank, D.L. and McEniry, M.C. *Juvenile Restitution: A Dynamic and Challenging Alternative*. Dept. of Health & Social Services, Bureau for Children, Youth & Families, 1 West Wilson Street, Madison, WI 53703, 1979.

If you have information or access to any of these documents, please contact Acquisitions, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

Cost Recovery Policy Now in Effect

The first phase of Project SHARE's cost recovery program (announced in *Sharing* 6:1) is now in effect. The program was instituted to recover some of the costs associated with providing services and publications to SHARE users. The following new policies apply to Project SHARE services and publications.

- *Sharing* newsletter will still be sent bimonthly to users on the mailing list, and in response to requests for single copies, free of charge.
- SHARE-produced publications announced prior to June 1, 1982, will be subject to a handling fee of $4 for 1 - 3 documents; $5 for 4 - 5 documents; $7 for 6 - 8 documents; $10 for 9 - 12 documents; and, for orders over 12, $.50 for each additional document.
- Requests for documents available from and reproduced by SHARE will be subject to a fee based on the number of pages the documents contain (see boxed fee schedule). Users unfamiliar with the fee schedule are advised to contact the SHARE reference staff who will be happy to assist them in computing charges.
- Requests for data base searches will be filled for $5 for standard (general searches) and $30 for customized searches, which are tailored to the user's needs.
- No determination has been made as yet concerning new *Journal of Human Services Abstracts*, monographs, or occasional papers.
- Bibliographies, which will no longer be published in a series, will be readied when timely materials present themselves for inclusion and printed on-demand at the following rates: documents containing under 30 citations — $8; documents containing 30 - 50 citations — $9; documents containing over 50 citations — $10. Until a policy is established, back issues will be available for the document handling charges announced above.

Future bibliographies will be announced either through *Sharing* or through special announcements sent to users on the regular mailing lists.

All orders must be accompanied by either a check or money order (except State and local governments who may use purchase orders) payable to Project SHARE, P.O. Box 2309, Rockville, MD 20852.

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For documents over 600 pages, add $1.50 for each additional 25-page increment.

New Publications From Project SHARE

Two new bibliographies drawn from recent additions to the Project SHARE data base are currently available for on-demand reproduction —*Cutback Management* and *Contracting for Services*.

Cutback Management

Public and private agencies in every State have been affected by funding cuts that first attracted national attention when California voters passed Proposition 13. Cutbacks are now a part of Federal Government policy. The 36 documents described in this bibliography deal not so much with the causes and rationale for the funding cutbacks as with the responses of governmental and nonprofit agency managers as they seek to deal with the effects of reduced funding.

A variety of responses is documented. Many agencies concentrate on trying to do more with less by increasing productivity through better management, streamlined procedures, and staff motivation. Still others have implemented motivational approaches to increase productivity.

One article describes an innovative salary arrangement to save dollars (Texas), and a number show how economies of scale can be achieved through shared services. Some responses call for refinancing and reorganization of human services. Others concentrate on new strategies for allocating scarce resources or even rationing services.

Since lack of money is the problem, several documents describe ways to generate revenue by charging for some services and "thinking market" while at the same time maintaining equity in responding to client needs.

The documents cut across the human services, but quite a few focus on the special problems of health care delivery. The issues faced by the Veterans Administration health care system are addressed in an article that analyzes the responses of public as opposed to private organizations when faced with cutbacks.

The sampling of responses in this collection points to the resourcefulness of many units of government and nonprofit agencies as they strive to do as much as they can with what they have. *36 citations, $9.*

Contracting for Services

Purchase-of-service (POS) contracting is an expanding option for human

(Continued on page 6)

New Publications From Project SHARE

(Continued from page 5)

service agencies that involves delegating to private agencies by the government work formerly done by the government directly. The citations included in this bibliography represent the experiences of different levels of government as they contract various services to private for-profit and nonprofit organizations. The collection, while not exhaustive, touches on the essential issues in POS contracting, such as comparability of quality and cost to government-furnished services and methods and success in ensuring continued government control when services are privately provided.

Reported trends show an increase in the use of contracting and a general acceptance of this method of fulfilling government obligations. Examples of contracted services range from tangible, quantifiable services, such as trash collection, to less easily measurable services, such as professional consulting, counseling of human service clients, and operation of treatment centers.

Persistent concerns focus on methods of monitoring contractor performance, especially in such large and complex programs as Medicare, Medicaid, and Title XX. For instance, a General Accounting Office report criticizes POS monitoring experiences in five States while several other studies point out problems faced by contractors in maintaining their own autonomy and control when they operate under government contracts.

Specific, innovative examples of successfully contracted services include a bus service for elderly and handicapped persons in Austin, Tex., and Florida's Salvation Army Misdemeanor Probation Program. How-to's for government units contemplating purchase of services are provided in documents that point out ways to avoid common pitfalls in public-private relationships.

The bibliography is designed as a Project SHARE contribution to the growing movement to explore alternatives to government provision of services and to encourage greater involvement of the business and nonprofit sector in the delivery of services. *29 citations, $8.* ■

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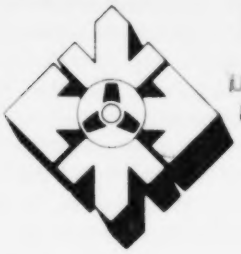

Sharing

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Health Promotion at the Worksite

A project to promote healthier lifestyles at the workplace is currently being undertaken by the Puget Sound Health Systems Agency (PSHSA) of Seattle, Washington, a nonprofit organization governed by community volunteers. The 2-year project, which is assisted by a grant from the W.K. Kellogg Foundation of Battle Creek, Michigan, encourages local companies to offer health improvement programs to employees. Actual project operations got underway on May 1 of this year, so statistics on its success are not currently available. The PSHSA project, however, serves as an excellent prototype for seeking grant funding and subsequent program startup.

***Nancy Gertz,** Project Director, and **Christine Sajewski,** Program Coordinator, supplied the background information for this article.*

The Project

The PSHSA HealthWorks Northwest project is a 2-year effort to promote and implement health promotion programs at workplaces in Puget Sound. These programs are directed toward the voluntary adoption of healthier lifestyles and the reduction of specific health risks — e.g., alcohol abuse, overweight, smoking, poor exercise patterns, and personal/job-related stress — through the introduction of employer-sponsored self-help services administered either at the place of business or at local cooperative service agencies.

Through a coordinated community effort, the project will attempt to improve the health status and well-being of employees; increase productivity by helping employees focus on problems that add to the rising costs of sickness and health care; and develop a model for accelerating the adoption of such programs throughout a large metropolitan area. The effective development of health promotion programs could possibly answer a pressing need in the business world for a vehicle that not only improves employee productivity but also emphasizes the employer's concern for the employees as individuals.

There is a clear-cut trend toward good health acquired through diet, exercise, and the elimination of habits that foster bad health.

Why Health Promotion?

Only recently have people moved away from the idea of health as the end result of a healing process and seen it instead as a desirable state to be achieved or maintained. There is no subtlety in the distinction. The past decade has shown a clear-cut trend toward good health acquired through self-initiated programs of diet and exercise, and the elimination or curtailment of those habits that foster bad health. Such changes have, of necessity, changed the definition of health as we know it. Consequently the definition of a health promotion program has also changed. Health promotion can now be defined as:

> Any combination of health education and related organizational, economic, or political interventions designed to facilitate behavioral and environmental changes conducive to health.
>
> (Lawrence Green, former director, Office of Health Information and Health Promotion, DHHS. Cited in *Alpha Centerpiece*, Spring 1980.)

By the very scope of their definition, health promotion interventions are flexible enough to take place in a variety of locations, in a variety of ways. There are several reasons why the worksite is a particularly attractive setting for such a program including:

- heightened awareness of high health costs and motivation to reduce those costs by both labor and management;

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Health Promotion

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- the convenience, ready access, peer support, and presence which add to the quality of a health program and promote participation;
- already developed administrative structures that facilitate program operation;
- a concentration of resources and people; and
- various other technical advantages found only at the worksite.

The benefits associated with a good health promotion program also play a major role in its appeal to employers and employees alike. Some of these benefits include a decrease in absenteeism, use of costly health services, and employee turnover; they also include increased productivity, employee morale, socialization, and general employee/company well-being.

Construction of the HealthWorks Northwest Project

Even before the grant for the health promotion project was awarded, PSHSA had conducted surveys to determine exactly *what* employers and employees wanted and needed in the way of related services. Results showed management felt three basic needs should be met:

1. There should be some responsibility on the part of business to develop programs that show more concern for the total individual and not just for the individual as employee.
2. There should be measurable effects of the programs, whether in terms of monetary returns based on diminishing figures related to absenteeism, weekly indemnity costs, tardiness, employee termination, or health benefit costs.
3. There should be some social benefit to the employee. This could take any number of forms including reducing or eliminating the stigma once related to alcoholism or other health problems by employer acceptance of the problem and willingness to aid in its solution.

HealthWorks Northwest's strategy for addressing these problems include:

- identifying employers who are interested in implementing health promotion programs;
- organizing at least 20 workshops that involve providers, business managers, and labor groups in an effort to inform, motivate, and promote skill development relevant to the project;
- preparing and using informational materials in support of the project including a *Directory of Local Resources*, and *Program Development Guide;*
- providing technical assistance to at least 10 companies to help them develop, implement, and evaluate health promotion programs; and
- evaluating and disseminating project results as a means of accelerating the development of workplace health promotion programs.

By the end of the 2-year funding period HealthWorks Northwest envisions a substantial and growing demand for health promotion programs; an increased capacity among potential suppliers to respond to that demand; resource materials that have proved successful and appropriate to employer and health care provider needs; an institutional network able to link employers with community resources; and a body of experience to share with other regions for their consideration and use.

Needs assessments and evaluations are specifically geared to individual company needs.

The Program in Action

Currently HealthWorks Northwest consists of a core group of four local organizations concerned with different aspects of health care and promotion. In addition to PSHSA, contributors include Group Health Cooperative of Puget Sound, a large, closed-panel HMO; the Seattle Area Hospital Council representing 30 area hospitals; and the Seattle-King County Department of Public Health. This group collaborates with numerous other agencies able to contribute to health promotion programs and with an ever growing number of area employers, labor unions, and other relevant groups interested in developing health programs. Specific project direction is provided by the HealthWorks staff of PSHSA with input from an advisory committee composed of employers, labor leaders, health care providers, insurers, representatives of government organizations, occupational health and safety specialists, and interested individuals.

Participating companies and providers come from the Puget Sound metropolitan area which extends from Everett through Seattle south to Tacoma with a combined population approaching 2 million. The program is open to employers from other communities in the Puget Sound area, consistent with available resources.

The project has chosen to concentrate its efforts on smaller companies, with 500 employees or less, because initial needs assessments have shown that the need for assisted health service programs is generally stronger in companies that do not usually have individual, self-contained resources. Many larger companies, for example, already have some kind of health promotion programs in place — only their functioning is different. In some instances, services are brought directly, and solely, to that plant; in others, programs are operated through the use of staff and services from family agencies on a contractual basis; in still others, companies maintain their own staff of professional helpers. Under one innovative plan, small companies would be able to utilize the professional services of providers on a time-share basis with other small companies. While there is a fee attached to the services they request, the shared use of such providers is far less costly than the full-time, specially staffed facilities of larger companies. Prototype needs assessments and evaluations are currently being developed by HealthWorks Northwest staff. These needs assessments and evaluations will then be adapted to the particular requirements of each individual company.

"We commend PSHSA's many volunteers for helping to build a community commitment to healthier lifestyles for workers, their families, and the community at large," says Nancy Gertz, project director. "The publication of a resource guide and program development manual

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Project SHARE Lists Timely Topics

The next few months promise to be an exciting time for human service providers. Our current Timely Topics indicate, as never before, that interests are changing and expanding to include ever more information on cost improvement, volunteerism, and service networking. If you would like to share news on topics of interest to human service providers, please write or call Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

The Directory of Self-Help Groups

Across the nation, an increasing number of self-help groups are being created, bringing people who share a common problem together to help one another. These nonprofit "mutual-help" groups, run primarily by and for their members, deal with a myriad of human problems.

Information about this network of helping hands has been collected in a directory listing over 400 different self-help groups with contacts that can provide information on groups run by and for persons dealing with a variety of addictions, disabilities, illnesses, and life transitions. The handy guide outlines each group's mutual-help activities—where and when they meet, whom to contact — and includes out-of-state models, a word index, bibliography, and listings of hotlines/helplines and other regional self-help clearinghouses.

To obtain fee or other information about the *Directory*, contact the New Jersey Self-Help Clearinghouse, St. Clare's Hospital CMHC, Pocono Road, Denville, NJ 07834. Telephone: (in New Jersey) 800/452-9790; (outside New Jersey) 201/625-6395.

MEETINGS & CONFERENCES

September 22-23 — Energy Aging Conference. Can anything be done to help senior citizens meet the cost of rising energy bills? That is the main issue to be discussed at the "Building Partnerships" conference to be held in Seattle, Washington, at the SeaTac Red Lion Inn.

This will be the second meeting held in cooperation with the U.S. Office of Consumer Affairs and the energy and Aging Consortium, an association of 50 organizations representing consumers, energy companies, and government. Puget Sound Power and Light will be host for the conference.

Conference participants will focus on ways older consumers and energy suppliers can work together to identify and seek resolutions to problems in such areas as creative financing for energy services, communications with the elderly, weatherization programs, energy-related health care issues, and utilization of the elderly as community resources. Exemplary model projects developed by energy suppliers, the public sector, and representatives of the elderly community will be highlighted.

For more information, contact Pat Faley, U.S. Office of Consumer Affairs, Washington, DC 20201. Telephone: 202/634-4329.

October 10-14 — Metropolitan Areas and Serious Juvenile Crime and ***Volunteers and the Serious Juvenile Offender*** will be the topics kicking off a four-part series of "doubleheaders" presented by the National College of Juvenile Justice over the next few months. Part of a training program that includes conferences, seminars, and college courses, the various program components will be conducted at several sites throughout the United States. This particular doubleheader will be held in Detroit, Michigan.

For more information, and a complete training program calendar, contact the National College of Juvenile Justice, P.O. Box 8978, Reno, NE 89507. Telephone: 702/784-6012.

October 17-19 — AARP Widowed Persons Service Fifth National Conference will be held in Denver, Colorado.

Widowed Persons Service was established in 1973 to address the problems of the widowed. The organization is active in over 130 communities and serves as a nucleus for the growing network of helping individuals and community resources for the widowed.

Volunteers and professionals concerned with widowed self-help are invited to attend.

For registration information, write WPS, 1909 K Street, N.W., Washington, DC 20049.

October 20-23 — the ***National Conference on Volunteerism***, sponsored by the Association for Volunteer Administration, will be held at the Disneyland Hotel in Anaheim, California.

The conference will feature experts from the fields of economics, education, public policy, demographics, communications, and philanthropy who will examine the probable future of volunteerism. Practical workshops, featuring leaders from the volunteer field, will stress development plans for organizational and professional tools that could impact the volunteer community of the future.

For general information about the conference, contact Linda McKinney, Conference Chair, 5102 Cowell Blvd., Davis, CA 95616. To request registration brochures, contact AVA Conference Office, P.O. Box 4584, Boulder, CO 80306. Telephone: 303/497-0238.

October 28-30 — Joint Evaluation Network/Evaluation Research Society Meeting (ENet-ERS). The second annual ENet-ERS meeting will be held at the Inner Harbor in Baltimore, Maryland, with pre-sessions on October 27.

"In a year of budget cuts and program terminations," says ENet president Dr. Conrad Katzenmeyer, "it is appropriate that we meet in the shadow of Washington, D.C., to discuss what this means for evaluation and evaluators."

Featured speakers at this year's meeting will include William Cooley, of the University of Pittsburgh, who will speak on the role of evaluation research in school districts; Peter Rossi, of the University of Massachusetts, who will speak on the role of evaluators at a time of social change; and Julian Stanley of Johns Hopkins University, who will discuss evaluation of accelerated educational programs.

A materials exchange will be held for anyone interested in teaching evaluation. A special time has been set aside for this exchange, and interested parties are encouraged to bring copies of their course syllabuses, reading lists, tests, assignments, or other materials for distribution and discussion. Interested parties are urged to send in one copy of their materials at least 3 weeks prior to the conference and to bring 50 copies on the first day of the conference. The preconference copy should be sent to Barbara Gross Davis, T.I.E.S., 262 Stephens Hall, University of California, Berkeley, CA 94720.

Registration information and forms can be obtained from Prof. Robert B. Ingle, 571 Enderis Hall, University of Wisconsin-Milwaukee, P.O. Box 413, Milwaukee, WI 53201. Telephone: 414/963-4729.

October 28-30 — Clearinghouse for Community-Based Free Standing Educational Institutions will hold its 7th annual conference at the Skyline Inn in Washington, D.C.

The conference will feature a full schedule of presentations and workshops on the role of community-based organizations in expanding job opportunities; the role of community-based organizations in education for employment and economic development; meeting the training needs of low-income learners; and student involvement in community economic development.

A block of rooms has been reserved at the Skyline Inn for conference participants. Reservations can be made directly with the hotel by calling their toll free number, 800-528-1234. For more information and registration materials, contact Conference Coordinator, Clearinghouse for CBFSEIs, 1806 Vernon Street, N.W., Washington, DC 20009.

November 28-30 — 1982 Congress of Cities and Exposition. The Los Angeles Convention Center will be the site of the annual meeting of the National League of Cities.

This year's meeting will bring together a nationwide audience of approximately 3,300 (1981 attendance figures) mayors, council members, city managers, and key department heads. These representatives will learn, listen, question, and discuss the problems of our cities in an effort to construct policies and programs that shape the future of American cities.

Additional information and applications can be obtained from NLC Exposition Headquarters, P.O. Box 17413, Dulles International Airport, Washington, DC 20041. Telephone: (Susan Sturgill) 703/471-5761.

Human Rights Activist Tapped for Top Aging Post

Dr. Arthur Flemming has been elected president of the National Council on the Aging. Dr. Flemming's career has spanned several disciplines and service on numerous commissions and advisory councils. He was HEW Secretary from 1958-1961; chair of the White House Conference on Aging in 1971; U.S. Commissioner of Aging from 1973-1978; and Chairman of the U.S. Commission on Civil Rights from 1974-1982.

Commenting on Dr. Flemming's long and distinguished career in and out of Government, Jack Ossofsky, NCOA executive director, said, "Dr. Flemming's credentials in the fields of aging, civil rights, and education are without peer. Indeed, his lifework has been inspirational.

"NCOA and its constituencies, older people and the professionals who serve them, will reap untold benefits from the incalculable wisdom, experience, and humanity he brings to the NCOA presidency.

"His election," Ossofsky continued, "comes at a time when budget cuts jeopardize the well-being of many — particularly the poor and vulnerable — elderly. His keen sense of equity as well as his creative approach to the challenges which lie ahead will, we believe, be significant. Dr. Flemming's credibility is unmatched, and his leadership will undoubtedly enhance the welfare and dignity of all older Americans."

Arthur S. Flemming was born in Kingston, New York. He received his graduate degree from Ohio Wesleyan University and his doctorate of jurisprudence from George Washington University in 1933. His academic career has included the presidency of Ohio Wesleyan University and the University of Oregon.

Erratum

The address for the National Institute on Adult Day Care was inadvertently omitted from an article about that organization (*Sharing* May/June 1982). Persons wishing to obtain more information about NIAD, or order copies of NIAD's adult day care publication, should contact:

National Council on the Aging
West Wing 100
600 Maryland Avenue, S.W.
Washington, DC 20024
202/479-1200

SLEUTH

The Project SHARE Acquisitions staff is constantly on the *prowl* for documents to add to its permanent reference collection. It is often you, our reader detectives, who help us find documents when we exhaust our own resources for locating elusive publications. Please let us know if you've seen any of the following *undetectable* titles.

Chapin-Weinberg, I. *Volunteers in Child Abuse Treatment and Prevention Programs*. National Center for Voluntary Action, 1214 16th Street, N.W., Washington, DC 20036, 1978.

Liu, W., Lamanna, M., and Maruta, A. *Transition to Nowhere*. NW Regional Child Welfare Training Center, University of Washington, School of Social Work, 1417 N.E. 42d Street, Seattle, WA 98105, 1979.

Newman and Hermann Co. *Title XX and the Neighborhoods*. National Commission on Neighborhoods, 512 10th Street, N.W., Washington, DC, 20004, 1978.

Roy, M. *Self-Assessment Schedule: Report of the First Three Administrations*. Parents Anonymous of MI, 2230 Witherell, Detroit, MI 48201, 1979.

Storms, D.M. *Training and Use of Auxiliary Health Workers: Lessons From Developing Countries. Monograph Series, No. 3*. International Development Institute, Indiana University, 400 E. Seventh Street, Bloomington, IN 47405, 1979.

Stough, H. *Let Me Hear Your Hand*. Children's Librarian, Winnetka Public Library District, Winnetka, IL 60093, 1980.

Wentzel, K.B. *To Those Who Need It Most, Hospice Means Hope*. Charles River Books, One Thompson Square, Charlestown, MA 02129, 1981.

If you have information or access to any of these documents, please contact Acquisitions, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

Health Promotion

(Continued from page 2)

will save future companies having to 'reinvent the wheel' to undertake health promotion at the worksite."

"And," adds Chris Sajewski, program assistant, "the reduction in absenteeism and health care costs, as well as the rise in employee morale, will justify any costs businesses incur during the program's initial development stages. No matter how you look at it, this progam lets everyone be a winner."

To obtain more information about HealthWorks Northwest, and health promotion at the worksite, contact either Nancy Gertz, project director, or Christine Sajewski, program coordinator, PSHSA, 601 Valley Street, Seattle, WA 98109. Telephone: 206/464-6143.

Retrospective Budgeting: Smoother Than Anticipated in Oklahoma

The news was good when Oklahoma DHS Payments and Services Field representatives met to discuss results of the first months of experience in monthly income reporting and retrospective budgeting for AFDC clients.

"Counties have done an excellent job of implementing the new Federal requirements," said programs supervisor Beverlee Brown of DHS Assistance Payments. "We thought we were going to have a whole lot more problems than we did."

Mandated by the 1981 Omnibus Budget Reconciliation Act, retrospective budgeting requires monthly income reports by AFDC clients. Clients' reports of their income are computed to determine their future eligibility and monthly grant.

"Clients for the most part have been filling out the report forms," Mrs. Brown said, "and the great majority of them are returned with little or no change. Those who don't respond by the 10th of each month have their cases closed. When the report forms are not returned, the county office is unaware as to whether any significant changes have occurred in the family situation. These could involve small grants, where the clients decide it isn't worth the effort to report."

The new requirements are definitely making an impact on the AFDC caseload. Earned income incentives were scrapped under the 1981 Act, except for the first 4 months of employment, after which only work-related and day care expenses are considered as income deductions for AFDC clients.

By February 1, AFDC grants were down by half a million dollars and 2,000 fewer families were on the rolls compared to January 1. February grants totaled $5.6 million for 22,247 families (totaling 65,650 members) and averaged $251.31 per family. Compared with September 1 totals, AFDC grants were down by 19.6 percent and the number of families receiving these grants were down by 21.7 percent.

Reprinted with permission from the Oklahoma Department of Human Services, *News & Views*, May 1982.

From the Editor...

A number of users on our mailing list have asked if, under the cost recovery program, they would continue to receive copies of all SHARE-produced publications automatically and be charged for them. The answer is no. No publication for which a fee is charged will be sent to users unless specifically requested, by title or SHARE number, and accompanied by prepayment. *Sharing*, however, will continue to be distributed free. It will contain announcements of forthcoming publications and ordering instructions so Project SHARE users can continue to acquire those documents that are useful to them, for a nominal fee.

New Publications From Project SHARE

The following bibliographies are currently available, on-demand, from Project SHARE. Prepayment in the form of check or money order is required on all orders at the time the request is made. Orders should be addressed to Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone inquiries can be answered at 301/251-5170.

Block Grants

Block grants, which are often viewed as a successful way of coordinating services while exercising greater local control, do not reflect a new concept in government thinking. They were talked about in the Truman and Eisenhower administrations and implemented during the Johnson administration. During the 1970's they were integrally linked with employment and training programs, social services, and community development. Arguments have been raised by both proponents and opponents of block grants as to whether they represent a blessing or a curse to States as they take over Federal programs.

The majority of the 41 documents in this bibliography describe the implementation and consequences of block grants, particularly HUD's CDBG's. Not all of the documents are retrospective or theoretical. Many offer practical advice to government and private citizens and the most recent reflect the ambivalent feelings engendered by Reagan's new federalism proposals. The bibliography attempts to present a balanced perspective on the block grant experience in the United States and to provide some down-to-earth advice to those who find themselves increasingly faced with both the opportunities and pitfalls of block grant funding. *41 citations, $9.*

Corporate Philanthropy

Although corporate philanthropy is not a new activity to some businesses who have been practicing it for decades, it has received wider attention in a political climate that looks increasingly to the private sector to take care of society's problems. *Corporate Philanthropy* contains citations from existing management aids in the Project SHARE data base and from articles that describe its most recent contributions to the data.

Some companies have amplified their traditional corporate giving to "good causes" by supporting a number of innovative projects. Examples include programs aimed primarily at in-house needs, such as alcoholic employee counseling programs. Others involve adopting an existing community program and supporting it with funds and volunteers recruited from workers who can use some company time for such work.

Minneapolis' 2-percent and 5-percent clubs have received considerable attention because they are models of corporate philanthropy in action. Participating companies pledge to dedicate 2 percent or 5 percent of their pretax earnings to the community betterment. Louisville and Seattle are among the cities that have followed suit.

A persistent issue in corporate philanthropy focuses on how closely, if at all, such philanthropy should be tied to the corporation's profitmaking goals. Both viewpoints are represented in the documents cited in this bibliography, although most authors see an inevitable link between the health of the corporation and the health of the community of which it is a part. *28 citations, $8.*

SHARING

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A Framework for Technology Transfer and Brokering in Human Services

Human service organizations face the necessity of making changes in their policies and programs. As a result, there are greater demands placed on human service organizations to seek innovative management practices and more cost-effective delivery mechanisms.

The following article presents one approach, called technology transfer, by which organizations can meet critical needs for better management and delivery of human services. The methodology described has been applied successfully in approximately 40 States and can serve as a useful tool in planning for technology transfer and in analyzing and documenting the technology transfer process as it occurs.

Special thanks to author ***Phyllis T. Elliot,*** *Project Officer, who prepared this article under a grant from HHS/HDS, and to* ***Madeline Dowling,*** *Project Consultant, Office of Policy Development/HDS, for her assistance in its production. Due to space limitations, the text could not be printed in its entirety. A complete draft can be obtained from Madeline Dowling, HHS/HDS, Room 723-E2, Hubert H. Humphrey Bldg., 200 Independence Avenue, S.W., Washington, DC 20213.*

The views expressed in this article are not necessarily those of HHS, or Project SHARE, but are solely those of the author.

What Is Technology Transfer?

Technology transfer in human services is defined as the planned, systematic process by which technologies, such as innovative tools, procedures, concepts, and practices, developed by one organization (donor) are adapted and implemented by a second organization (receiver), with the help of a third-party facilitator, or "broker." Technology transfer avoids unnecessary, time-consuming, and costly developmental efforts on the part of the receiving organization by enabling organizations to benefit from the experiences of other organizations. Very simply, this strategy or process presents an opportunity for organizations to improve their efforts through the application of new technologies, without having to reinvent the proverbial wheel.

Many human service technologies have been advanced to maturity through federally funded research and are transferable for broader use by State and local organizations.

Many human service technologies have been advanced from conceptual development to maturity through federally funded research and demonstration, and are transferable for broader use by State and local organizations. Such transfers minimize duplicative and overlapping efforts, as well as the costs of new development efforts. No research, however, can fulfill its potential for benefits to people unless its results are widely disseminated to potential users. And, once the effectiveness of such innovative practices has been documented, the challenge becomes one of encouraging their widespread use. This suggests that as the monitoring and regulatory roles of Federal agencies are shifted to the States, Federal agencies should be more instrumental in facilitating technology transfer between organizations, by serving in a broker role.

Background

In the past, a number of coordinated efforts were made to strengthen the partnership among the Federal Government, State and local organizations, and the private sector, as each seeks to use science and technology. Unfortunately, as evidenced in reports from the Office of Science and Technology, there has been little

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A Framework for Technology Transfer

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or no such endeavor in the human services area until recently. In the past 5 years, several different efforts have been funded by the research and demonstration staff of the Office of Development Sciences (HDS) through cross-cutting funding (e.g., Interstate Management Consulting Partnership, Interstate Consortium on Residential Child Care, Transportation Technology Transfer Project, and others).

Two of the key projects directed at developing, testing, and verifying the necessary processes for technology transfer were managed by WRI — the transportation project just mentioned, and the Human Services Management Transfer Project. Although all of the HDS projects had some parallel experiences, this article primarily highlights the lessons learned from the Human Services Management Transfer Project because of its wide applicability. This 3-year research and demonstration project, funded jointly by the Office of Policy Development and the Administration for Children, Youth, and Families, developed and tested a systematic strategy for the transfer of management improvement tools and techniques through State-to-State technical assistance. Originally the need for such tools was determined by a national day care study. Following that study, the Tri-State Day Care Management Project, a consortium of the States of Florida, Maine, and New York, developed and tested various tools and procedures. Finally, in the Human Services Management Transfer Project, these tools were refined and reformatted for more generic use and adopted by a number of States through the process of technology transfer. One of the key goals of the project was to demonstrate the efficacy of a brokering role in which a third-party facilitator assisted in identifying and assessing transfer needs, securing organizational commitment to transfer, and adapting and implementing technologies to meet needs of receiving organizations.

The results of this effort have been consolidated into a conceptual framework for understanding and applying technology transfer in human services. This framework is an essential tool for a broker to use in determining what levels of effort are needed and to ensure their success.

Conceptual Framework

The framework for technology transfer has four key components: conditions for transfer, levels of effort, stages of transfer, and elements of the transfer process. The conditions for transfer include the key tools, actors, and organizations that must be present for successful transfer to occur. The levels of effort reflect the degree(s) of complexity in transferring technologies between and among human service organizations. The process for technology transfer has been divided into four sequential stages. Finally, there are several basic elements or variables of transfer which impact whether or not a technology is adopted.

Conditions for Transfer

There are four basic conditions that must be present for successful transfer to occur. These are:

- a usable technology
- a "receiver" organization
- a "donor" organization
- a "broker"

Usable technologies are defined as tools, procedures, concepts, and practices that have been demonstrated and documented and that are in a useful format. Experience has shown that research and demonstration findings are usually presented in final project reports that provide information only on the developmental efforts and the demonstration process itself. However, for these findings to be fully utilized by other organizations, the product may need to be reformatted as procedure manuals, training programs, and conceptual guides that can serve as models and be adapted or modified to meet specific agency requirements. This product reorientation may be undertaken by the developing organization or by others with appropriate expertise.

"Receiver" organizations must be willing to commit the resources required to make changes.

The second condition for transfer is a *"receiver" organization* interested in bringing about change. Examples of these organizations are State and local governments or other human service organizations. The receiver organization must perceive a need or recognize that a problem exists that must be addressed. Of equal importance is the organization's willingness to commit the resources required to make the changes.

A *donor organization* is the third condition for transfer. This is the agency or group that created and developed the technology and documented its strengths and weaknesses. To implement a technology, a receiving organization may need assistance in modifying and adapting the model to meet specific and unique requirements. This technical assistance is best provided by the persons responsible for the original development who have the expertise and experience necessary to help the receiving organization with implementation. In return for this assistance, the donor may be directly compensated by the receiving organization or through special grants or contracts supported by Federal, State, foundation, or other public or private funds. There can also be reciprocal arrangements whereby the donor organization is provided technical assistance in another area by the receiving organization. In any case, the donor organization has the opportunity to use the transfer activities to streamline the technology or to learn something new from the receiving organization.

The fourth condition is the presence of a *"broker"* to facilitate transfer between donors and receivers. The broker in technology transfer plays a demanding and professional role. At different times, the broker can be a facilitator, mediator, expediter, disseminator, catalyst, organizer, coordinator, monitor, evaluator, and promoter. Examples of the responsibilities of a broker in the technology transfer process include:

- identifying need for technology sharing
- identifying exemplary technologies available for transfer
- describing and promoting the technology transfer concept to human services organizations
- formalizing the relationships between organizations through memorandums of understanding, personnel exchanges, and joint task forces
- developing an integrated resource pool and network of persons who have demonstrated expertise in technological areas of need

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Project SHARE Lists Timely Topics

If you would like to share news on topics of interest to human service providers, please write or call Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

MEETINGS & CONFERENCES

January 20-21 — Promoting the mental health of the dually diagnosed (MR/ED) person will be the topic of a professional seminar offered by the National Association for Retarded Citizens (NARC) and the Metro Area Council of Associations at Gallaudet College in Washington, D.C.

The major presentor at the seminar will be Dr. Frank Menolascino, Associate Director of the Nebraska Psychiatric Institute of the University of Nebraska Medical Center. He also authored *Dimensions of Mental Retardation and Challenges in Mental Retardation: Progressive Ideologies and Services* and has trained professionals and paraprofessionals in the field.

The day and a half seminar will focus on:

- conceptualizing differences within the MR/ED population;
- treatment strategies;
- application and case studies;
- psychopharmocological adjuncts; and
- allied issues.

The seminar is open to anyone interested in establishing, extending, or improving the delivery of mental health services to individuals with developmental disabilities, their families, or others.

For more information, contact Judy Benson, Metro Area Council of Associations for Retarded Citizens, 100 N. Washington Street, Suite 328, Falls Church, VA 22046.

March 12-16 — More than 3,000 practitioners in the field of aging are expected to attend the ***National Council on the Aging's 33rd Annual Conference*** scheduled to be held at the Westin Hotel, Renaissance Center, in Detroit, Michigan.

This year's conference entitled, "Toward a Caring Society," will concentrate on three major topics: (1) strengthening the helping network; (2) enhancing life and growth opportunities; and (3) increasing economic independence.

NCOA Executive Director Jack Ossofsky notes that the conference will focus on the specific and shared roles and responsibilities of individuals, families, communities, government (local, State, and Federal), private nonprofits, churches, the media, corporations, and labor.

The conference will feature a variety of formats including panels, debates, papers, demonstrations, training, and a *potpourri* of interaction (such as information and idea-sharing discussions), as well as film and videotape showings.

Top Administration officials, corporate and union leaders, practitioners in the field of aging, and older persons are expected to attend the 3-day parley that will examine social problems affecting older citizens who are frail and vulnerable as well as those who are strong and independent.

For more information about this year's conference, contact Nancy Peavy, The National Council on the Aging, Inc., 600 Maryland Ave., SW, Washington, DC 20024. Telephone: 202/479-1200.

SLEUTH CORNER

The Project SHARE Acquisitions staff is trying to locate the following documents for its permanent reference collection.

Author unknown. *Housing Needs of Physically Disabled People*. NARIC, Catholic University, 4407 8th Street, N.E., Washington, D.C. 20017, 1979.

Author unknown. *Housing Policy for the Elderly*. Office for the Aging, Public Information Unit, Agency Building #2, Empire State Plaza, Albany, New York 12223, 1978.

Siuanoglu, P.A. and Maluccio, A.N. *Parents of Children in Placement: Perspectives and Programs* (ISBN 0-87868-181-7/F-58, paperback). Child Welfare League of America, Inc., 67 Irving Place, New York, New York 10003, 1981.

Wehman, P. *Competitive Employment for Moderately and Severely Handicapped Individuals*. Dept. of Special Education, Division of Educational Services, Virginia Commonwealth University, 910 W. Franklin, Richmond, Virginia 23284, 1981.

If you have information concerning these documents please contact the Acquisitions staff at Project SHARE, P.O. Box 2309, Rockville, MD 20852.

SHARING

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A Framework for Technology Transfer

(Continued from page 2)

- using existing communication networks, such as newsletters, to disseminate information relevant to human service innovations
- developing a format for making technical assistance requests and for processing and acting upon the requests
- setting up workshops and training sessions for exchange of knowledge and ideas regarding identified shared technological needs
- setting up a technology sharing information and referral telephone service for requests that can be handled quickly.

Levels of Effort in Transfer

Three levels of transfer have been identified that can be used as measures for effectively allocating and tracking staff time and dollars required for transfer. These are:

- Level I — A simple paper transfer of a conceptual design or packaged product requiring little or no modification or technical assistance for implementation
- Level II — A formal transfer of an existing technology requiring some adaptation of the product to meet the receiving organization's unique characteristics, with limited on-site expert technical assistance provided by the donor organization
- Level III — A complex formal transfer requiring extensive technical assistance, training, product modification, and a significant commitment of resources (staff and dollars) for implementation on the part of the receiving organization.

The major variables that distinguish these levels of transfer are the time frames required for adaptation and implementation, the amount of technical assistance required to modify the technology, and the resources and training for implementation.

Stages of Transfer

The process of technology transfer consists of four distinct stages, each of which includes specific tasks that must be accomplished in transfer. The four stages are:

- *Identification* - An organization recognizes or perceives a problem that must be solved or a need that must be met, and technologies to meet the need are identified.
- *Assessment* - Assessment of the organization is made to determine climate for change, and applicability and appropriateness of available technologies are determined.
- *Commitment* - Organizational support and resources on the part of the receiving organization are identified and secured, and the required expert technical assistance from the donor organization is negotiated.
- *Adaptation/Implementation* - The technology to be transferred is adapted to meet the specific and unique characteristics of the receiving organization, with appropriate technical assistance and training for staff who will be charged with the ultimate responsibility for technology implementation.

The method, or combination of methods, selected to facilitate transfer will depend on the type of problem that exists in an agency, the capability of the receiving organization's staff, and the amount of help needed to increase the staff's skills and knowledge.

A number of methods may be employed to facilitate the actual tranfer. The selected method, or combination of methods, depends on the type of problem that exists in an agency, the capability of the receiving organization's staff, and the need for increasing the staff's skills and knowledge. Examples of transfer methods include:

- *On-site technical assistance* - Experts go to receiving organization and work on-site.
- *Staff training* - Formal workshops focus on what knowledge and skills are required to implement the technology.
- *Innovative learning arrangements* - Specific receiving organization staff visits donor organization to view an operational system and discuss elements of the system with experienced staff.
- *Multiorganization or national workshops* - This is a cost-effective and time-saving method of providing technical assistance to a wider audience.

Elements of Technology Transfer Process

From the experiences of the Management Transfer Project in working with many State and local organizations, eight basic elements have been identified that appear to be the strongest determinants of technology adoption or implementation by a receiving organization. These eight conditions include:

- *Need*. The receiver organization must perceive a strong and urgent need for organizational change. This need may be the result of major reorganization, desire for improvements, audits, legislative mandates, budget cutbacks, etc.
- *Readiness*. A readiness for transfer must be evidenced by a positive organizational and political climate toward transfer.
- *Commitment*. There must be an active commitment from top level administrators as well as middle management and line staff to ensure not only resource availability but cooperation in implementing new technology. While it is commonly understood that it is necessary to secure the support of top administration early in the transfer process, experience has shown that it is equally important to utilize representatives from the units within the organization who will be responsible for implementing of the new technology once it is adopted.
- *Goals and Objectives*. The goals and objectives for transfer must be clearly stated. Poorly defined goals and objectives lead to ambiguity, uncertainty, and anxiety regarding the entire transfer effort. When goals and objectives are clearly stated, staff are more receptive to committed change, and the transfer process proceeds more smoothly.
- *Realistic Time Frames*. Time frames must be set that are sufficient to accomplish transfer goals. Change is not a linear process that goes uninterruptedly, step-by-step. Invariably there are unforeseen problems or conditions that delay progress.
- *Adequate Technical Assistance*. Adequate technical assistance must be provided to ensure that receiver organiza-

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A Framework for Technology Transfer

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tion staff have the skills and knowledge to implement the new technology.

- *Transfer Agreement.* An agreement must exist between the donor and receiver organizations that formally commits the resources of each organization, describes expectations, transfer goals, and time frames for transfer completion, and provides for compensation, if applicable, for the technical assistance providers.
- *Transfer Broker.* Technology transfer is both an interorganizational and interpersonal process. A third party facilitator plays a crucial role in the process by linking the donor and receiving organizations in a cooperative venture.

Resources for Technology Transfer

As Federal support for human services decreases, and as State and local governments face increased pressures to limit taxes, more pressure is placed on human service organizations to find ways of providing vitally needed services in a cost-effective and efficient manner. Technology transfer is a valuable strategy for improving management and service delivery at substantially less cost than original developmental and demonstration efforts. However, successful technology transfer requires an investment of resources beyond just staff time.

In the past, transfer efforts have been supported through Federal funding that covered the cost of training, technical assistance, travel, and product reorientation. Just as Federal support for the delivery of services is decreasing, so are Federal resources for training and technical assistance. For technology transfer to achieve maximum benefits, other resources must be explored and developed.

ELEMENT	DONOR	RECEIVER	BROKER
Need	• Available technology	• Perceive problem or need	
Readiness		• Assess applicability of technology • Assess political climate • Assess organizational climate • Assess available resources	
Commitment	• Assure support of: - key staff - administrators		
Goals and Objectives	• Define goals and objectives for transfer		
Realistic Time frames	• Jointly establish time frames for transfer		
Adequate Technical Assistance	• Shares expertise	• Designates appropriate staff for implementation	• Assures required TA available from donor or outside experts
Transfer Agreement	• Establish mutual agreement on: - resources - goals - time frames - compensation		• Assists in development of agreement • Monitors progress

Roles and responsibilities in elements of transfer.

Among these resources are the private sector, volunteers, mutual support between and among organizations, and indirect service approaches.

Technology transfer advocates and participants must be aware of the investment interests that the private sector, industries and foundations have in human services. They should develop and maintain relationships with these groups, giving key decisionmakers the information and examples that will most effectively promote support for technology transfer efforts.

Mutual support among human service organizations is a basic premise of the technology transfer concept and process. These organizations must look to each other for additional help, for example, by using reciprocal arrangements to support training and technical assistance. This mutual support can take the form of one-to-one assistance, including State-to-State, local-to-local, State-to-local, and private-to-public transfers. A major advantage of State-to-State or local-to-local transfers is that the organizations frequently share common service mandates and problems and have to meet similar types of regulations and requirements. The conditions and experiences of one organization can easily be related to another.

Successful technology transfer requires an investment of resources beyond just staff time.

Local or State governances can be a potential source for technology transfer. Indirect services and nonservice approaches are being explored as alternative ways to meet various human service needs. Some of these approaches include regulation and deregulation, tax policy change, administrative reform, promotion of self-help, collaboration with private sector groups, and public advocacy. Many possibilities exist for brokering specific nonservice approaches to aid States and communities in filling service gaps.

The Office of Human Development Services is currently looking at ways to increase the dissemination and utilization of research and demonstration findings and products in the hope that such efforts will ultimately reduce duplication of services and increase organizational efficiency. The emerging role of Federal staff, grantees, States, national organizations, and the private sector is one of the most important aspects of this new dissemination effort — and will be a major factor in successful transfer technology.

New Publications From Project SHARE

The following documents are currently available, on demand, from Project SHARE. Fee information is listed at the end of each announcement in italics. Payment in the form of a check or money order is required on all orders at the time the request is made. Orders should be addressed to Project SHARE at P.O. Box 2309, Rockville, MD 20852.

New Approaches To Meeting Human Service Needs: Competition, Deregulation, and Nonservice Alternatives

Reduced government spending has resulted in a massive rethinking of human service needs and resources, particularly in the areas of competition, deregulation, and the use of nonservice alternatives. Most providers view these seemingly diverse elements as natural correlates because they often touch upon one another in human service planning. Many experts feel that as social service funding devolves to local control, there will be increased competition among provider agencies in response to heightened demand for a broader scope of services, more planned decisionmaking, and better methods of accountability. Cited statistics indicate that the brunt of this pressure will come from an emerging middle-class clientele who will challenge providers to offer cheaper and better services. As a result, more nonservice alternatives will be used to help solve community problems. Among the most prevalent will be regulation and deregulation, tax policy changes, administrative reforms, collaboration with the private sector, promotion of self-help, and public advocacy.

The 58 abstracts in this bibliography present an overview of the advantages and disadvantages associated with competition, deregulation, and nonservice alternatives. The documents cover general topics — competition theory, regulation of health care or private industry, and public/private partnership — as well as various specific aspects of the three concepts in action — for example, a model program for child placement, a regulatory reform proposal, and a successful business/community partnership effort. *58 citations, 59.*

A Practical Approach To Human Service Management

This paper examines several problems common to human service organizations relative to their highly professional staffs, their orientation to client problems, and their dependence on the governmental budget process and free market funding. Much of the discussion focuses on what author David Bresnick calls the "core" of the human service system, the services delivery organization (SDO).

The paper is divided into five sections. Chapter one presents an overview of the problem and an introduction to the management approach. Chapter two looks at mechanisms for improving staff performance through the establishment of organizational mission and the setting of organizational goals. Chapter three deals with work scheduling and project planning, particularly management roles and work process documentation. Chapter four focuses on program monitoring and evaluation, concentrating on program evaluation and review technique (PERT), and measuring goal attainment. Finally, chapter five looks at understanding the roles and modes of staff development.

The paper contains eight tables and seven figures. *Document handling charge, $4.*

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Opening New Channels for Energy Assistance

Several cities and community groups in Johnson County, Kansas, are exploring ways to respond to a growing problem of residents — high utility bills.

Over the past 3 years, the enlarging gap between wages and the cost of gas and electric services has become a major problem for the county's low- and marginal-income citizens. Price increases, coupled with high unemployment, are making it difficult for many to pay routine utility bills. For those on fixed and low incomes, the increase in energy costs represents a particular problem.

The following article chronicles Johnson County's efforts to understand the scope of the problem and to develop an emergency assistance model to aid in its solution. Background materials for this article were provided by Alice Kitchen of United Community Services. To obtain more information about the program, contact Ms. Kitchen at UCS, 5311 Johnson Drive, Mission, KS 66202.

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Identifying the Problem

When the impact of changed Federal and State spending priorities came to be felt at the local level, the Johnson County United Community Service, with the support of the County Human Resources Office, initiated a communitywide assessment of the effect the changing flow of dollars was having upon county residents. The report, completed in August 1982, stated there were significant areas of need that were inadequately covered by current emergency assistance services. The primary cause of this problem, according to the report, was a new type of recipient with needs different from those of traditional recipients.

The "New" Recipient

Two or three years ago the typical emergency assistance client was a single female parent on AFDC. Emergency assistance usually involved food stamps or medical aid and was used as an interim measure until benefits or other long-term support became available.

Today, many more two-parent households are requesting assistance. Typically the head of the household recently lost a job and is receiving unemployment benefits. These new recipients, however, usually are not eligible for additional public assistance programs because their earnings exceed new eligibility guidelines.

New applicants for emergency assistance generally are better educated and more highly skilled than individuals who have traditionally used the system.

These new applicants generally are better educated and more highly skilled than individuals who have traditionally used emergency assistance services. Many are able to retain health and other company benefits for short lengths of time, even though they are laid off. A major concern for many of these recently unemployed persons has to do with handling unforeseen needs such as increasingly high utility bills.

Finding a Solution

In response to the problem, three organizations in Johnson County met with several city councils to consider possible municipal action. The result was a combined effort by United Community Services of Johnson County, the local Social and Rehabilitation Services Advisory Council, and the Village Presbyterian Church Community Concerns Committee to make cities within the county aware of

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Opening New Channels for Energy Assistance

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the number of their citizens who received emergency assistance (particularly utility aid) in past years and of others (many newly unemployed) who still required help. Council members often were surprised to learn that citizens within their own community needed help.

Initially the community groups proposed both long- and short-term solutions that cities could adapt to meet their particular needs. Their long-term solution involved a form of "weatherization" assistance that would entail giving low-interest loans to qualified residents through a program already in place. In the short-term solution, funds would be set aside by public and private agencies to reimburse emergency assistance service providers. Public and private agencies that could provide this aid were identified in the Johnson County area. The report indicated that citizen organizations preferred this method because it provided a clearinghouse to help ensure that abusers would not take advantage of the system. The method offered another feature of interest to the cities — in handling screening, clearances, provision of vouchers, and then billings to the cities after delivery of services, the agencies would assume responsibility for the administrative burdens.

The three community organizations also identified the franchise tax as a possible source of funds for an energy assistance program. Most cities require citizens to pay a franchise tax on their utilities. Although the taxed amounts varied from city to city, extreme cold weather and increased utility rates gave municipalities an unanticipated bonus in franchise tax monies. The organizations suggested that some of this windfall be turned back to consumers.

proposed models as bases for their own programs, they constructed varying methods to provide utility cost relief. Many of these involve city general funds as well as the use of franchise taxes.

- *Lenexa* designated $6,000 in 1982 funds and is opening a utility assistance program administered by city staff.

- Elected officials in *Olathe* reviewed the information provided and set aside $10,000 for energy assistance. Fund distribution specifics are still to be worked out.

- *Mission* held a special meeting to discuss emergency assistance needs. Included on their planning list were providers of emergency assistance, representatives of the Gas Service Company, SRS, and United Community Services. The Council approved an allocation of $5,000 for 1982 and $10,000 for 1983. The funds are to be used by the program to serve Mission residents under county guidelines. This model was recommended because it used existing staff at no additional administrative cost and ensured close coordination with other emergency assistance providers. Regular reports will be provided to the city by the county program.

- *Westwood* is considering a wide range of ideas, from public awareness education to the development of a comprehensive energy program. Weatherization and conservation seem to be approaches favored by the committee charged with making a recommendation to the full council. Plans now being developed include a number of choices. Among these are an emergency relief fund, distribution of appliance stickers with tips on conservation, and development of neighborhood classes to be held in homes or model homes projects. The committee will make a full report in December.

Using the proposed models as bases for their programs, the communities constructed varying methods to provide utility cost relief.

The Communities Respond

Community responses to these proposals have been enthusiastic. Using the

- *Gardner* has assisted families through cooperation with the County Office of Human Resources. Staff in both offices work together to determine eligibility and allocation of funds.

- *Merriam's* utility rebate program is starting its second year. All citizens 65 and older who have incomes less than $12,000 a year (per two-person family) are eligible to receive a rebate of the franchise tax paid on their utility bills. In 1982, the amount refunded ranged from $21 to $73 per household.

- *Overland Park* has responded to the problem on a number of levels. Mayor Ed Eilert spoke to the Federal Energy Regulatory Commission regarding the effects of deregulation. The city council voted to reduce its franchise tax (gas only) from 5 percent to 4 percent. The city council agreed to designate $2,500 for energy assistance requests (to be provided through emergency assistance agencies). Also, the city has proposed a "Mayor's Warmth and Light Fund" earmarking $10,000 in anticipation that the private sector would match the amount. Funds over and above $10,000 would be matched dollar for dollar.

Implementation Plan for Future Emergency Assistance

The emergency assistance report also contained recommendations designed to draw churches and social service agencies into the system. Under the plan, agencies and churches would:

- maintain uniform client records;
- provide financial assistance through vouchers or vendor payments only — giving no direct cash grants;
- develop much needed emergency and short-term housing resources;
- create a "limited" loan fund for families who expected to have financial resources to make later repayment; and
- encourage other local efforts.

It is too early to predict how well Johnson County's use of the franchise tax and other emergency assistance measures will turn out. County officials feel confident, however, that the overall response from everyone involved in the effort to find new funding will pay off.

Project SHARE Lists Timely Topics

If you would like to share news on topics of interest to human service providers, please write or call Project SHARE, P.O. Box 2309, Rockville, MD 20852. Telephone: 301/251-5170.

MEETINGS & CONFERENCES

February 24-26 — The Midwest Symposium for Leadership in Behavior Disorders will be held at the Radisson-Muehlebach Hotel in Kansas City, Missouri. The symposium is a coordinated effort of professionals from Kansas, Nebraska, Iowa, and Missouri. Featured speakers will include Dr. William Rhodes, Dr. Stanley Fagen, and Dr. Robert Bloom. For more information contact Dr. Bill Boomer, Department of Special Education, Wichita State University, Wichita, KS 67611. Telephone: 913/628-9212.

February 27-March 4 — The Volunteer Management Spring Workshop will be held at the University of Colorado at Boulder. This national workshop is part of the Volunteer Management Program offered by the Division of Conferences and Institutes of the University of Colorado and is the second in a series of three designed for volunteer administrators. The Spring Second Level Workshop will concentrate on the broader challenges of volunteer program management rather than on basic skills. To receive maximum benefit, participants should have attended the First Level Workshop or have been in the field of volunteer administration 3 years. Some topics to be addressed are planning, managing conflict, volunteer/staff/board relationships, advocacy, and getting and using feedback.

Dates of other workshops in the series are: July 10-15 — First Level; November 27-December 2 — Third Level.

For further information contact the Conference Office, Campus Box 454, University of Colorado, Boulder, CO 80310. Telephone (303) 492-5151.

April 26-29 — Mid-America Congress on Aging will hold its 10th Annual Regional Conference at the Sheraton-Royal Hotel in Kansas City, Missouri. The theme of this year's conference is "Convergence in Aging: Bridging the Aging Networks."

More than 700 senior citizens, students, and professionals in the field of aging will attend the MACA Conference.

Further information can be obtained by contacting Marcia Neu, Administrator, Mid-America Congress on Aging, 701 North 7th Street, Room 510, Kansas City, KS 66101. Telephone: 913/371-2000, Ext. 428.

May 5-6 — Kean College's Social Work Program and Institute for Human Services plans to conduct a National Seminar on Siblings this spring in New York City.

The program will emphasize the state of current knowledge about siblings of persons with developmental disabilities and point directions in service and research.

Individuals and organizations desiring more information should write or call Professor Meyer Schreiber, Department of Sociology and Social Work, Kean College of New Jersey, Union, NJ 07083. Telephone: 201/527-2090.

May 22-25 — The 110th Annual Forum of the National Conference on Social Welfare will be held at the Houston Hyatt Regency Hotel in Houston, Texas.

"Mobilizing Society to Meet New Realities" is the theme of this year's conference.

Proposed program areas for the Annual Forum will include the impact of the economy on social welfare, emerging patterns and partnerships for helping people, changing roles of government, and violence and the criminal justice system.

Copies of a preliminary program with registration details can be obtained from Maureen H. Herman, Program Director, NCSW, 1730 M Street, N.W., Suite 911, Washington, DC 20036. Telephone: 202/785-0817.

June 11-13 — The American Rural Health Association will hold its Seventh Annual Institute on the Delivery of Human Services to Rural People. The meeting will take place in Lake

Tahoe, Nevada. The theme of the 1983 Institute will be "Cooperation in Rural Health: Maximizing the Resources." Proposals will be considered on any issue critical to the health of rural residents or the development and delivery of health and human services in small towns and rural communities. Topics under consideration for presentation include:

- Techniques and strategies for facilitating change in rural health care systems
- Issues and challenges of organizational integration in rural health
- Networking as a strategy for the optimal use of local resources
- Effects of current economic conditions on rural health and services.

Additional information about this year's Institute can be obtained from Dr. Raymond Coward, Center for Rural Studies, University of Vermont, Burlington, VT 04501.

November 3-6 — The National Association for the Education of Young Children (NAEYC) will hold its 1983 Annual Conference at the Atlanta Hilton and Hyatt Regency hotels in Atlanta, Georgia. The Conference will explore various aspects of the quality of child care environments such as day care centers and homes. Emphasis will be placed on the components that affect child care — caregivers, equipment, scheduling, child/caregiver/parent relationships, the physical plant, and much more.

Among the key issues to be addressed are:

- How do parents define quality?
- Does quality care begin with listening to what parents want for their children or with telling them what is best?
- How important are parents?

Conference planners are soliciting the aid of presenters and exhibitors who wish to share their practical experiences and applied research with conferees in the areas of:

- administration/staffing
- child care
- curriculum
- infants/toddlers
- multicultural/bilingual issues
- personnel issues
- child advocacy/public policy
- child development
- exceptional children
- learning settings, equipment, and materials
- parents
- play
- teacher development and education.

Of Interest...

The Volunteer Transportation Program, a 78-page manual, describes techniques social service agencies, voluntary and charitable organizations, churches, and small transit systems can use to involve volunteers in providing transportation. Volunteers can provide many of the skills needed by transportation providers, but they must be recruited, trained, supervised, and rewarded differently from paid employees. The manual provides guidelines for performing these functions.

Single copies are available from the Technology Sharing Program (I-40), Office of the Secretary of Transportation, Washington, DC 20590. Order by title and document number DOT-I-82-13.

Directory of Living Aids for the Disabled. This directory is the result of a joint effort of the Veterans Administration with industry to provide information on assistive devices for daily living. Information includes the brandname of each product, a brief functional statement, and name and address of manufacturer. It lists the products by type of aid and includes a separate listing for manufacturers and a state listing of manufacturers.

The directory is available from the Superintendent of Documents, GPO, Washington, DC 20402, order no. 051-000-00158-3, for $7.50.

Guidebooks on Home Care for Handicapped Children. This series of five guidebooks by Dr. Judy Murphy is intended to aid parents, professionals, paraprofessionals, or others who care for handicapped children at home. Each is divided into two major parts. The first provides general guidelines in the areas of basic child health, new learning, play, and safety and protective measures. The second gives information on specific handicaps, including a discussion of causes, ideas on understanding the child, and practical hints for child care.

Ordering information can be obtained from Carol L. Lutey Publishing, North Star Route, Lyons, CO 80540.

SLEUTH

We're looking for a "few good detectives" to aid in our search for *hard to find documents* needed for the Project SHARE reference collection. Please help us solve part of the *mystery* about the following publications.

Author unknown. *ADAMHA Prevention Policy and Programs, 1979-1982.* (ADM 81-1038) NIMH-Public Inquiries Section, 5600 Fishers Lane, Rockville, MD 20857, 1981.

David, F. *Computerized Information for Child Welfare.* (ISBN 0-87868-141-8/AM-33) Child Welfare League of America, Inc., 67 Irving Place, New York, NY 10003, 1981.

Haddow, S. and Jones, M.A. *Sources of Voluntary Agency Incomes: 1979-1980.* (ISBN 0-87868-202-3/X-14) Child Welfare League of America, Inc., 67 Irving Place, New York, NY 10003, 1981.

Lonsdale, S., Webb, A., and Briggs, T.L. *Teamwork in the Personal Social Services and Health Care.* Syracuse University School of Social Work, Syracuse University, Syracuse, NY 13210, 1980.

Reisch, M. and Wenocur, S. *Professionalism and Voluntarism on Social Welfare.* Center for Responsive Governance, Publications, 2021 L Street, N.W., Washington, DC 20036, 1981.

Rosenbaum, N. *Block Grants and Citizen Participation.* Center for Responsive Governance, Publications, 2021 L Street, N.W., Washington, DC 20036, 1981.

If you know the whereabouts of any of these publications, please contact Acquisitions, Project SHARE, P.O. Box 2309, Rockville, MD 20852.

"Operation Match" Finds Housing for 500 Families

More than 500 families have found improved housing through the Operation Match Program of the Metropolitan Washington Council of Governments.

Operation Match is a voluntary homesharing effort that links people looking for affordable living arrangements with households that have extra space.

A model for the program was set up in 1978 in Montgomery County, Maryland. Over the past year services have been extended to the District of Columbia and seven of its suburban areas. There are no sex, racial, or income eligibility requirements for the free program, but applicants must be 18 or older to participate.

During the program's first 8 months, over 2,400 households applied for program services. The second quarter of this year is the most successful so far, with 265 households paired between April and June.

A recent survey of of the nine cities and counties that now offer Operation Match indicates that 19 percent of their applicants have been matched with other households.

Ruth Crone, COG's Director of Human Resources and Public Safety, said the program works best for households of one or two persons. COG statistics show that nearly three-fourths of the households matched have involved single persons or single parents with one child.

Typical applicants for assistance through Operation Match include:

- single working people of low and moderate income;
- single parents — many of whom need both financial and household support to maintain a home for their children;
- those in need of short-term housing while in transition or in life crisis situations — e.g., recent separation, divorce, or widowhood;
- those newly arrived in the community or on waiting lists for assisted housing;
- those with extremely low incomes who are willing to secure adequate housing by furnishing assistance to the home provider;
- the elderly — who are hurt by inflation and threatened by diminished health and isolation; and
- the handicapped — who require live-in help to remain in their homes.

Arrangements vary. Home seekers and providers might require a simple landlord/tenant arrangement or they might wish to undertake one of a variety of other mutually satisfactory arrangements. Operation Match leaves the terms of the relationship to the applicants and restricts itself to service as a clearinghouse for information on homesharing opportunities.

To learn more about Operation Match or to receive help in setting up similar programs, contact the Metropolitan Council of Governments, 1875 Eye Street, N.W., Washington, DC 20006. Telephone: 202/223-6800, Ext. 423.

We'd Like To Hear From You!

Please share your thoughts with us. *Sharing* is always looking for timely articles about innovative projects or solutions to problems of interest to the human service community. We are especially seeking articles on:

- Private sector actions for youth employment
- Abortion alternatives
- Private-public services coordination
- Employment outlook: what's ahead in the 90's

We prefer articles that are 750-1,000 words long but may be able to use shorter ones occasionally. Typed articles should be sent to:

Editor, *Sharing*
Project SHARE
P.O. Box 2309
Rockville, MD 20850

Older Workers Prefer Part-Time Employment

According to a new study published by the National Council on the Aging (NCOA), working part time during retirement is becoming more popular with older employees. The study showed that 4 out of every 10 workers over 55 would prefer to work part time after retirement and believe that greater availability of part-time work would benefit them personally in their retirement years.

The study, *Part-Time Employment After Retirement*, was coauthored by Dr. Harold E. Sheppard, NCOA Associate Director for Research and Evaluation, and Dr. Richard E. Mantovani, NCOA Research Associate. It was supported by a grant from the Traveler's Insurance Companies, which established several alternative work options for their retirees in 1981, including a job bank, temporary employment and permanent part-time work programs, and job sharing.

Currently, nearly 20 percent of all older employed men and women work on a part-time or voluntary basis compared to only 10 percent of workers 20-54 years old.

"Economic necessity is a primary reason that older workers prefer to continue working on a part-time basis after they leave their jobs," says Sheppard. "Almost half that group plan to retire completely after age 70, compared to only a third of those who said they have no interest in post-retirement part-time work."

Older blacks, Hispanics, and unmarried women who typically have low-paying jobs and low pension coverage constitute the force that usually opts for continuing work on a part-time basis, the new study indicates.

"For these older workers, complete retirement is not a satisfactory choice," Sheppard says. "However, others, especially older professionals and managers, will opt to continue work on a part-time basis after retirement age because of psychological factors.

"Training and retraining of older workers — before they retire — is more urgently needed in the 80's than in previous decades if the demand for continued employment in retirement years is to be met."

Part-Time Employment after Retirement can be obtained, for a fee, from the NCOA Publications Department. For ordering information contact Tanya Beshgetoor, NCOA, Inc., 600 Maryland Avenue, S.W., Washington, DC 20024. Telephone: 202/479-1200.

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In the November-December issue of *SHARING*, the price of the new Project SHARE bibliography, *New Approaches to Meeting Human Service Needs: Competition, Deregulation, and Nonservice Alternatives*, was incorrectly stated as $9.00. The price is $10.00. We apologize for the error.

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